

THE RESULTS AND IMPLICATIONS OF A STUDY OF
FELT FAIR PAY IN A RANDOM SAMPLE OF NAVAL
OFFICERS.

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THESIS

THE RESULTS AND IMPLICATIONS
OF A STUDY OF FELT FAIR PAY
IN A RANDOM SAMPLE OF NAVAL OFFICERS

by

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The Results and Implications of A
Study of Felt Fair Pay
in a Random Sample of Naval Officers

by

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ABSTRACT

A unique technique for assessing the interrelationships of work, pay and capacity in managerial roles is described. The utility of this technique, entitled Time Span of Discretion, is postulated for applicability in the selection, training and evaluation of Navy Project Managers. The results of a study to determine the perceived equitable pay for a wide range of Navy officer billets are set forth, and the implications of the results are discussed as they relate to the military utility of Time Span of Discretion and to the possible courses of future study.

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I. INTRODUCTION

With the advent of the revolutionary advances made in industrial and military technology as a result of the demands created during World War II, there emerged a problem of major magnitude having to do with the most efficient and effective allocation of the managerial talent available from the resources present within the society. Both military personnel managers and corporate executives directed their attentions to this problem, and in recent years, much study and research has been conducted, principally in the field of managerial behavior, with the objective of optimizing the process whereby personnel are selected to fill the positions of the upper management roles within both industry and the military services.

There have been many systems derived over the years for application to the managerial selection process. None has been developed which has demonstrated sufficient reliability to be implemented at some point within the earlier career years and also flexible enough to withstand the adjustments made over time to "desired career patterns" as management goals and objectives are changed and amended to reflect the changing mores and desires of the society. The central issue in any such selection scheme is early identification of personnel who possess the potential capacity for future utilization in positions of key executive responsibility. The obvious benefit would be training and career development programs

dedicated to providing a source of executive-calibre individuals, available for assignment to positions of increasing responsibility matched to the individual's capacities for such positions. By-products of reliable identification procedures inherent in such a system would be the screening out of those who either do not possess such potential for development or who have reached the zenith of their capacities and are no longer making a positive contribution to the effectiveness of the organization.

Consideration of the problems associated with the development of such a system, within a military context, led to the study effort addressed by this thesis. In October of 1971, the author and Lieutenant William S. Joransen, USN, were introduced by Dr. John W. Creighton of the Naval Postgraduate School to a series of works published by Dr. Elliot Jaques dealing with manpower planning and development and a hypothesis derived by him entitled "Time Span of Discretion." Speculation as to the applicability of this technique in the selection and training of Naval Officers at the graduate level in Weapons Systems Acquisition Management and subsequent assignment and utilization in billets as Project Managers led to further questioning of the present procedures employed within the Navy for selection and training of its officer personnel resources for optimal utilization along any career development path. It became evident in further discussion with Dr. E. R. F. W. Crossman and Dr. Stephan Laner of the University of California, Berkeley, and Lieutenant Commander Henry T. Baker, USN, that study of the "Time Span of Discretion" theory

was worth pursuing further in terms of a potential tool for use in the selection of those to be trained and utilized as military managers, specifically as project managers.

Under the sponsorship of Dr. Creighton, the author and Lieutenant Joransen undertook such study, working together until December 1972 at which time graduation and reassignment for Lieutenant Joransen removed him from active participation as a study member. The author continued in the research, and this thesis is dedicated to the presentation of the results of that study effort.

A. TIME SPAN OF DISCRETION

During the period from 1948 through 1951, Dr. Elliot Jaques, a British psychoanalyst was engaged with other members of the Tavistock Institute of Human Relations, London in a series of studies dealing with organizational and social factors affecting the operations of a London-based metals firm, Glacier Metal Company. During the conduct of that phase of what has come to be known as the "Glacier Project" Dr. Jaques noted a marked problem in assigning relative measures to the level of work performed in a particular managerial task and to the level of responsibility assigned to that role by superior managers.¹ He also concluded during later work with Glacier in 1954 that there existed no precisely defined meanings which could be ascribed to "level of work"

¹ Jaques, Elliot, The Changing Culture of a Factory, Fernhill House, 1951.

or "level of responsibility." He did perceive, however, that time and the spread or breadth of responsibility seemed to possess greatest significance as the two dimensions by which levels of responsibility could be assumed.² This conclusion, reinforced by the observation that managers at increasingly senior levels were expected to plan over more protracted time periods and that their work was reviewed successively less frequently, led Jaques to the evolution of his hypothesis that the level of responsibility accorded to a specific role could be measured by a single factor, denoted the Time Span of Discretion. He initially defined Time Span of Discretion as:

"The period of time during which marginally substandard discretion could be exercised in a role before information about the accumulating substandard work would become available to a manager in charge of a role."³

1. The Definition of Work--A Basis for Measurement

Historically, work has been defined as something that is done . . . an act, or a deed, or an occupation, or a business, and more especially, action involving effort or exertion directed to a definite end as a means of gaining one's livelihood. There are a considerable number of shortcomings in definitions of this nature, for they do not describe the quality of work involved, the level of the work involved, or the psychological work involved. Furthermore, work, in these definitions, is not broken down into its two principal components as described by

² Jaques, Elliot, Measurement of Responsibility, Halsted Press, 1956.

³ Jaques, Elliot, Equitable Payment, 1st ed., p. 99, Wiley, 1961.

Wilfred Brown as: the prescribed component--those tasks which the person in the role must do; and the discretionary component--those decisions and choices that the person in the role must make of his own accord.⁴ The common definitions of work describe in general the prescribed component, but completely ignore the discretionary component. Jaques has defined work as "the exercise of discretion within prescribed limits in order to reach a goal or objective."⁵ This definition is consistent with the common usage in that it includes the notion of activity directed toward a goal or objective. But it goes further in that it distinguishes between the two principal components of the activity: the discretionary content describing the discretion, choice or judgement which the occupant is expected to exercise; and the prescribed content, comprising the rules, regulations, policies, procedures, custom and practice, and the physical limitations extant which set external limits within which the discretion must be exercised.

Non-technical and non-executive tasks, i.e., skilled roles, are covered by the generally accepted definitions of work and are susceptible to quantification, thus permitting various categories of jobs to be evaluated and rank ordered. Technical and managerial skills which include creativeness, responsibility, judgement, etc., are difficult, if not impossible to measure or quantify objectively. Therefore, rational

⁴ Brown, Wilfred, Exploration in Management, p. 21, Wiley, 1960.

⁵ Jaques, Elliot, Equitable Payment, p. 47.

and objective quantification or ranking of level of work, or responsibility, in the executive hierarchy has been virtually impossible to obtain and support. For this reason, a definition of work which does not appropriately describe all components of work that exist throughout the organizational hierarchy is inadequate for measuring the level of work or responsibility present within each role.

Having established his general definition of work, Jaques next redefined employment work as the "application of knowledge and the exercise of discretion within the limits prescribed by the immediate manager and by higher policies, in order to carry out the activities allocated by the immediate manager, the whole carried out within an employment contract for a wage or salary."⁶ In this definition, the concepts of the prescribed content (knowledge) and the discretionary content of responsibility are set forth explicitly, constituting the foundation of Jaques' definition and measurement of work, which in turn forms the basis for his Time Span of Discretion technique.

2. The Time Span of Discretion Technique

Jaques' Time Span of Discretion technique can be regarded as a managerial job evaluation method which uses a single factor as the principal indicator--the level of responsibility as determined from the discretionary component of the work. The performance of the discretionary component

⁶ Ibid., p. 71.

of a specific role demands know-how, wisdom, motivation and judgement. The person performing the tasks must exercise his own control and judgement over those resources he has at his disposal. He must choose, feel, evaluate, examine, analyze and determine his course(s) of action based on his own knowledge and previous experience.

The basic difference between the prescribed and the discretionary content is that the assessment of a person's prescribed content of work activity can be measured against a known standard. In the case of the discretionary content, assessment of work activities can occur only in the manager's mind, since no external standard for the performance of such work components exists.

Every task to be performed by a manager or worker entails a certain amount of freedom in its execution. If the execution of a task could be specified in every detail, then the work could be programmed and the occupant replaced by a computer. For non-computerized tasks, part of the job must be left to the individual's own discretion, which varies between workers and tends to increase with experience. Intuitively, one would expect the amount of discretion present in a company president's role to be much greater than that present in the role of a shop floor foreman. Unfortunately, no test exists which will directly determine the amount of discretion present in a particular role or possessed by a certain individual, but Jaques' efforts are leading in this direction. Faced with the problem, Jaques worked out the hypothesis that discretion implied the amount or period of non-supervisory

intervention; the absence of intervention or monitoring, supervision or spot checks by the immediate supervisor. He then developed the concept that this period of non-intervention by the supervisor provides the index to the amount of discretion present in the role. For purposes of quantification, this measure of discretion was expressed in units of time, i.e., minutes, hours, days, months and years.

The concept of task is central to Jaques' time span technique. Measurement of the time span cannot begin until the analyst has determined the set of tasks which make up the role and engender the various activities involved. The accuracy of the results of the analysis depend critically on the precision of this job breakdown, but the number and type of activities comprising a task are secondary. Jaques states the main components of task definition to be the prescribed objective, the time of task allocation or initiation, and the targeted (not actual) completion time. Taken together, these features are the necessary and sufficient conditions for task determination. Once the task has been specified in these terms, the time span of discretion is immediately evident: it is the time interval between the assignment or initiation of the task and its scheduled or targeted completion.

In many work roles, especially at managerial levels, incumbents must watch the relative progress of all tasks assigned to them, including those which they delegate to their subordinates. If the progress of these tasks is allowed to get out of line, some of them will be ready too soon, some will lag behind the others and begin to back up. It is the

manager's responsibility to prevent this from happening and a long time span of discretion will imply a considerable amount of judgement in regulating progress. The concepts of a single task role and multiple task role were specifically developed to distinguish between roles which contain or do not contain the additional load of discretion described. A single-task role is one where decisions regarding the order and sequence of task execution as well as the setting of starting and targeted completion times are made by the role occupant's superior and not left to the occupant's judgement. By contrast, the multiple-task role is characterized in its discretionary content by the discretion to make decisions about priorities, in short, time management. The incumbent of a multiple-task role may have several tasks allocated simultaneously and further tasks added while others are in progress. The decisions about when any one of these tasks should be started, interrupted or replaced by another, when it should be resumed, the intensity of effort applied to the task, etc., are all the responsibility of the incumbent, and therefore at his discretion. The measure of the time span of discretion in such multiple-task roles is stated by Jaques to be the time span accorded to the longest extended task.⁷

It should be noted that in the discussion relating to the measurement of the time span of discretion, the objective is the measurement of the responsibility present in the role, and not the discretionary capacity of the occupant of

⁷ Jaques, Elliot, Time Span Handbook, p. 24, Heinemann, London, 1964,

the role. In summary, the Time Span of Discretion as postulated by Jaques, and as ascribed to be the measure of role responsibility, is the length of time that is allowed to transpire by the superior before he reviews the tasks being performed to determine any possible departure from expected standards in quality or in time of completion on the part of the subordinate.

3. A Modified Time Span of Discretion Technique

In applying Jaques' technique of time span of discretion measurement, the analyst is limited in that the reliability of the outcomes is based on tasks currently assigned to the roles. The manager in the past may have assigned longer tasks to a role but currently is assigning shorter tasks. If the analyst does not obtain a complete list of tasks that are assigned to the role being analyzed, there is no guarantee that the longest task is measured and no reliable index for the role can be established. Further, there is the possibility that the longest task may be of lessor or secondary importance to the job objective.

To resolve the limitations caused by the single-task and multiple-tasks role measurement dichotomy, Professors Stephan Laner and E. R. F. W. Crossman, and LCDR H. T. Baker, then of the University of California, Berkeley, modified Jaques' definition of work so that the measurement of time span of discretion may be based on the resources over which the role occupant exercises discretion. As redefined in the new approach to time span of discretion, work is the application of knowledge and the exercise of judgement over discretionary

resources within the limits set by the manager and higher authority--this going on in time for wages and salary.⁸ The significant difference is that this definition permits a measure on the span of time during which the role occupant must anticipate future events and commit resources to meet these events. Discretionary resources are the total amount of organizational resources which the manager allows his subordinates to commit before checking for possible departure from optimal deployment. These resources include the time of the role incumbent, the time and efforts of all subordinates who work directly or indirectly for him, the equipment, buildings, facilities and supplies over which he exercises control, and all capital, both cash and credit resources, which he employs in the conversion of inputs to outputs.

The general procedure used by Laner, et. al. to determine the time span of discretion for a particular role is as follows:

a. Study the organizational structure of the corporate entity and determine the objectives of the role to be analyzed in order to develop a complete understanding of the role's prescribed and discretionary contents.

b. Introduce each manager within the organization to the time span concepts and insure that each understands the exact meanings of the definition, and is thinking in terms of the time span concept. All measurements made regarding the

⁸ University of California, Berkeley, Human Factors on Technology Research Group Report HFT 69-10, Measurement of Responsibility: A Critical Evaluation of Work Measurement by Time Span of Discretion, by S. Laner, E. R. F. W. Crossman and H. T. Baker, 1969.

level of work in a role are based on the analyst's interview with the manager of that role, not the role occupant. It is generally acknowledged that only the manager can determine the limits of discretion allocated to a subordinate role.

c. Study the role to be analyzed so as to acquire a good understanding and appreciation of those resources over which the incumbent appears to exercise discretion.

d. Determine from the superior manager those resources over which the incumbent in the subordinate role actually exercises discretion.

e. Determine from the superior the degree of discretion accorded by the superior to the occupant for the commitment and utilization of the subordinate's discretionary resources. This degree of discretion is quantified as the minimum acceptable period of time which the superior will allow to pass without exercising some form of direct or indirect review of his subordinate's anticipation of future events and the actions taken to commit resources to meet those events. The time interval thus obtained establishes the minimum level of responsibility (or work) inherent in that particular role in terms of time span of discretion.

f. Roles are seldom filled by occupants whose time span is exactly that of the role. More likely, the time span of a role should cover a spread of time which will permit growth of work content as well as permit individual growth of the incumbent. Therefore, most roles should have a minimum and a maximum time span of discretion. To determine the maximum limit, the superior must decide on the maximum time span that

he would reasonably expect an incumbent of the role to anticipate future events and to commit discretionary resources to meet these events. The manager may have difficulty in establishing a precise limit, but this upper limit on the level of work is not as critical to measure as is the lower limit.

Many criticize Jaques' method for not giving an accurate measure when an exhaustive list of tasks is not obtained by the analyst. Laner et. al. feel their method will not be as subject to the same criticism. Managers generally think in terms of resources and have no difficulty in determining those resources over which a subordinate exercises discretionary control.

4. Felt Fair Pay

If, as has been argued above, the judgemental content of a role as measured in the time dimension is the most important aspect of that role, then it should follow that individuals filling that role would perceive that it is that aspect of work for which they are being paid. Evidence gathered by Jaques from interviews of over a thousand managerial jobs in both Glacier Metals and a variety of other British industries confirmed that a direct relationship existed between the time span of discretion, used as the measure of the level of work attached to a role, and the remuneration which the role occupants felt would, in their estimation, be fair and adequate for the work they were performing. Individuals in jobs with equivalent time span of discretion stated a very similar level of pay which they felt would be fair and adequate, independent of the type of

work being performed.⁹ Jaques gave the name "Felt Fair Pay" to these norms of equitable payment, which he also determined to be independent of the actual wage or salary being paid the individuals who constituted the sample population. With this point in mind, he proceeded to attempt to determine if the Felt Fair Pay exercised any influence over the occupants' attitude toward their actual salaries. His findings indicate that such influence does in fact exist and that there is a salary bracket within plus or minus five percent of the actual wage within which the role occupants are essentially satisfied that they are being paid fairly for the level of work involved. If actual pay falls outside this ten percent bracket, the individual is either dissatisfied with the financial rewards of the role or he begins to exhibit an uneasy feeling toward being overpaid. Jaques felt that only those whose actual pay was within plus or minus three percent of Felt Fair Pay perceived that their role was being reasonably paid in relation to others. A person whose pay falls between five to ten percent below Felt Fair Pay feels that the organization is treating him unfairly. A person whose pay is ten percent or more below Felt Fair Pay will consider seeking other employment where he will receive a more satisfactory pay level. The greater the discrepancy between equitable and actual pay, the greater is the probability that the individual will seek other employment. When an individual's actual pay exceeds equitable pay he experiences anxiety about being able to maintain his high level of earnings.

⁹ Jaques, Elliot, Equitable Payment.

This anxiety may result in loss of efficiency, resistance to change, change in attitude, and possibly transfer to a job where actual pay is more closely in line with his perception of equitable pay.¹⁰

Initially, Jaques was wary of asserting that the responsibility of the role was synonymous with the level of work present in the role and therefore related to Felt Fair Pay. He would go only so far as to say that it was apparent that as the time span of discretion increased, so was there an apparent increase in the executive responsibility of the role. It became evident to him as he expanded his studies in the Glacier Project that what is experienced as the effort in work, that is, the intensity and impact of responsibility, is the direct result of the degree of discretionary content of the work, and is, in fact, that which is measurable through his Time Span of Discretion technique. The ability to perform prescribed actions within given bounds and regulations is the degree of knowledge required for a role. The factor present in the role which creates the particular anxieties resulting from the exercise of discretion and decision is the responsibility associated with that role.¹¹ This then, would indicate that Felt Fair Pay and the Time Span of Discretion constitute two directly related variables applicable to the evaluation of the responsibility present in a managerial role.

¹⁰ Ibid., pp. 132-134.

¹¹ Brown, Wilfred and Jaques, Elliot, Glacier Project Papers, 2nd ed., Southern Illinois University Press, 1971.

Jaques' theories applying to Time Span of Discretion have met with considerable skepticism, but in two separate and unrelated research efforts, his basic premise has been validated. The first such effort was that referenced previously in the study conducted by Laner, Crossman and Baker which, while proposing a modified process for assessing role responsibility via the span of discretionary resource deployment, concluded that the Time Span of Discretion technique permits not only rating, but reliable measurement of the levels of responsibility present in managerial roles.¹²

The other researcher who added great credence to the Time Span of Discretion technique was Roy Richardson of the International Harvester Company. Richardson tested the relationship between Felt Fair Pay and Time Span of Discretion in a study of 1400 "middle managers" of the Honeywell Corporation in Minneapolis. Richardson concluded from his study that there is a direct, linear relationship between Felt Fair Pay and the Time Span of Discretion, that they are both sensitive to incremental difference in actual salary levels, that they are both capable of bridging their qualitative differences and the independent characteristic of their measurement, that they are capable of predicting each other across their qualitative differences and that no other single variable can satisfy the

¹² Measurement of Responsibility: A Critical Evaluation of Work Measurement by Time Span of Discretion, by S. Laner, E. R. F. W. Crossman and H. T. Baker.

bridging criteria as well as can the Felt Fair Pay and Time Span of Discretion estimates.¹³

5. Individual Capacity

So far only the level of work for a role and the equitable salary for that role have been discussed. No consideration has been expressed concerning who should be given a job or at what salary a particular individual should be paid. When a person complains that he is not being paid fairly, one of three situations may exist. He may be dissatisfied with his standard of living regardless of whether it is equitable for the work in his role, he may not be receiving equitable pay for his work, or he may be receiving equitable pay for his work but he feels that he is capable of performing a higher level of work and thus should be earning higher pay. This last situation describes a person who is underemployed.

Empirical data collected by Jaques supports the hypothesis that individuals tend to seek work at a level which is consistent with their capacity, and that payment for that work is equitable relative to pay received by others in similar work. This hypothesis led Jaques to the conclusion that there might be a smoothed curve of progression in earning for each person which coincided with his capacity and represented his economic progress. Jaques plotted the individual earnings data of over 250 people, both skilled and managerial. The results of plotting this data are shown in Figure 1.

¹³ Richardson, Roy, Fair Pay and Work, Southern Illinois University Press, 1971.

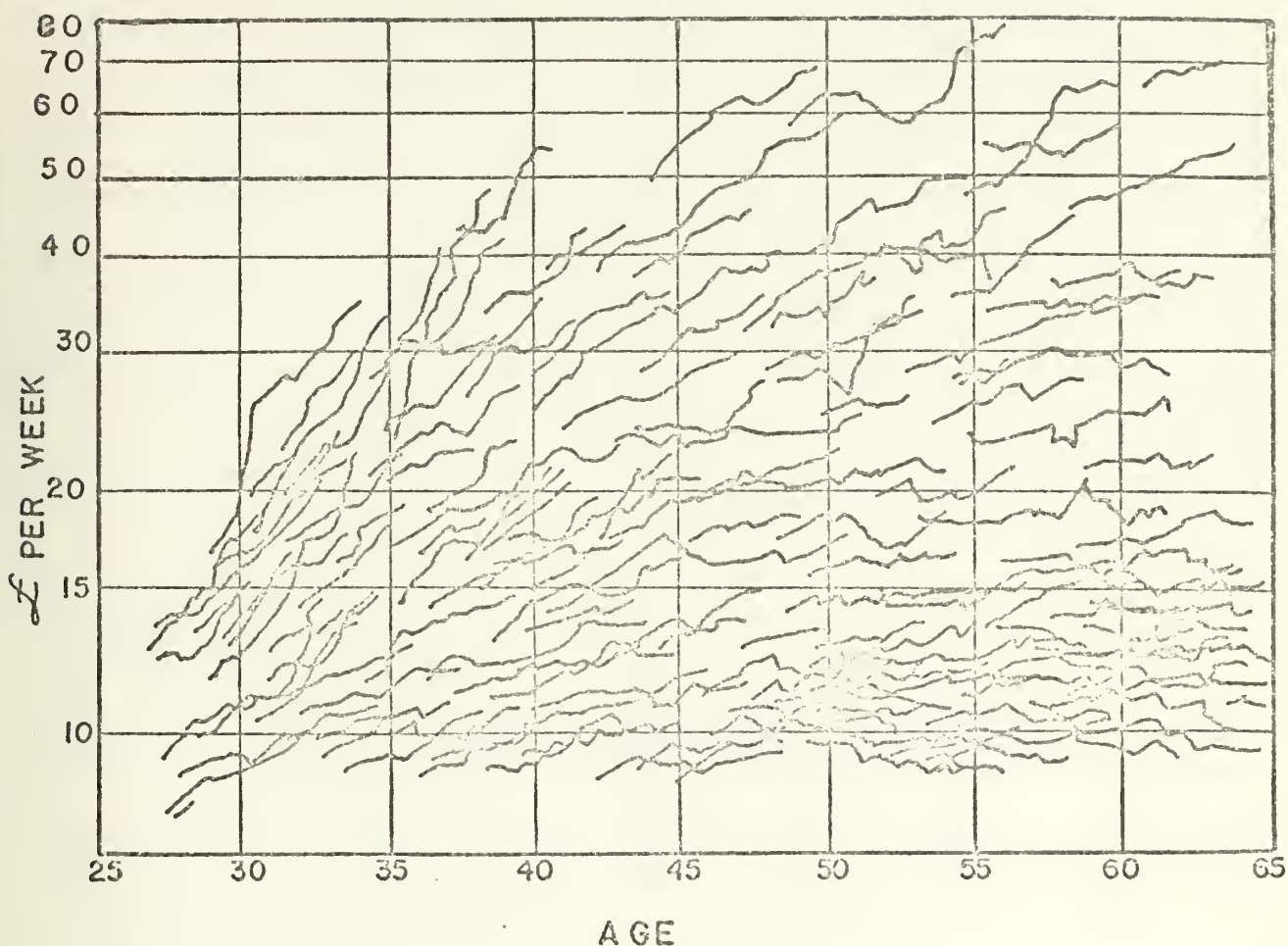


FIGURE 1

Rough Earnings Progression Curves, Salary Vs. Age

The plotted data represented the career patterns of all individuals in the sample, therefore, the earnings were plotted against age. Jaques noted very definite patterns as the result of plotting salary on a logarithmic scale versus age on an arithmetic scale. From these patterns he drew smooth curves which represented the general trend of movement of individual curves over the period of a career, as depicted in Figure 2. Jaques called these smoothed curves STANDARD EARNING PROGRESSIONS.

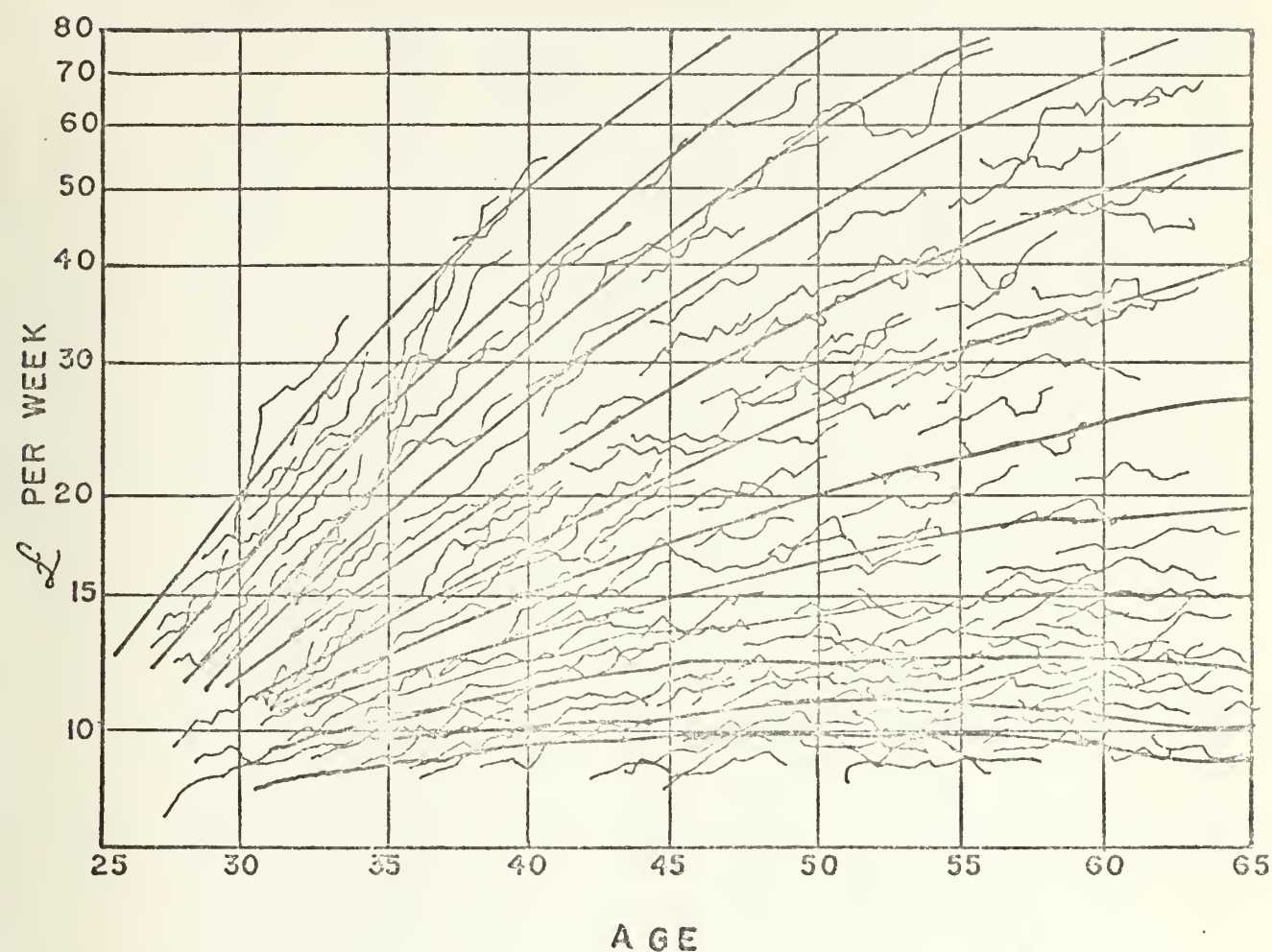


FIGURE 2

Smoothed Earnings Progression Curves

Using his findings relating Time Span of Discretion to pay, Jaques superimposed the corresponding time span on the axis with fair pay. The result is a series of curves as shown in Figure 3, which is a sample of the STANDARD EARNINGS PROGRESSION DATA SHEET adapted for use in the United States. The (arithmetic) abscissa has age graduations from 26 -65, and the (logarithmic) ordinate is graduated in dollars per year as well as in time spans from one day to seven and a

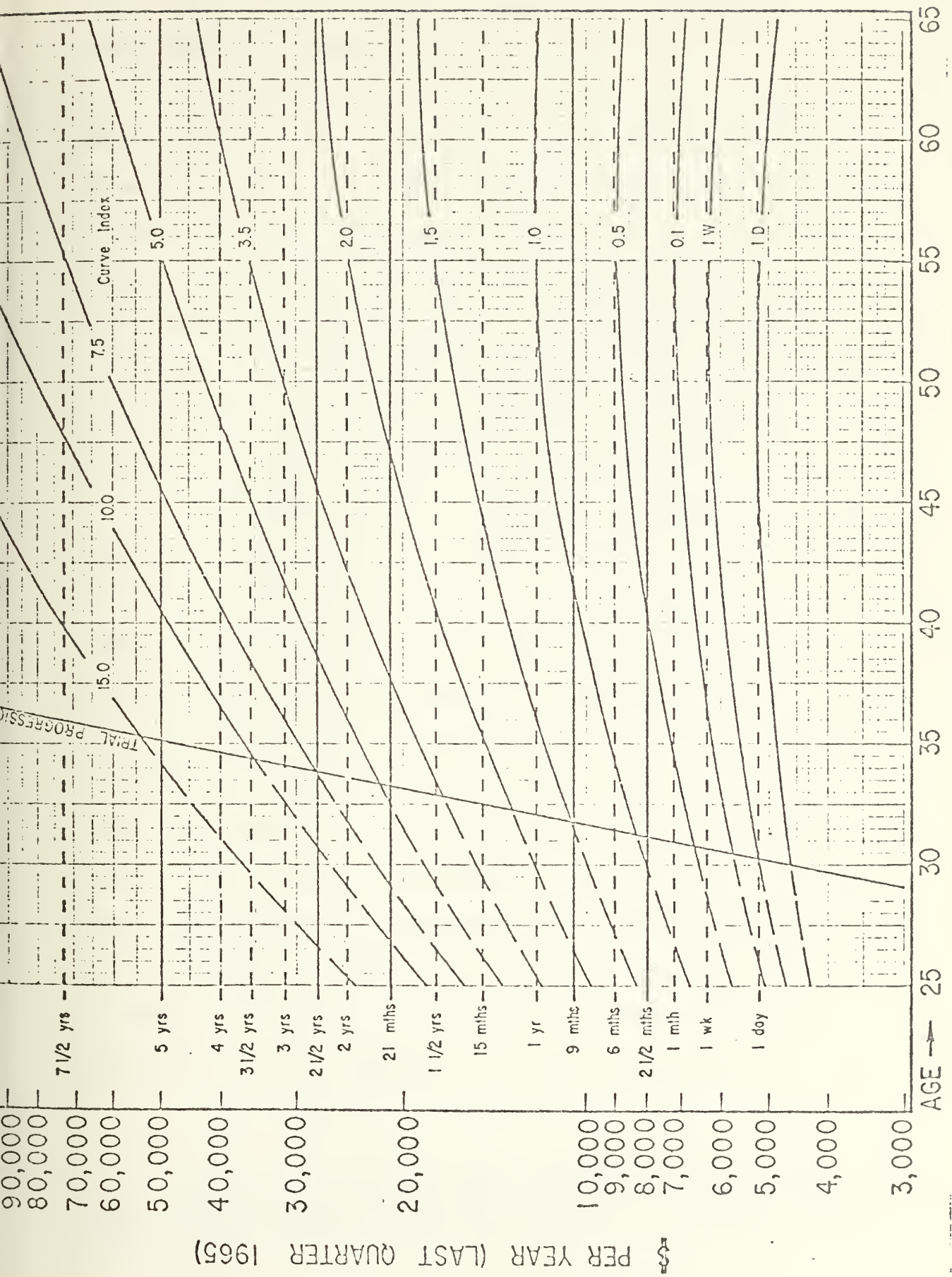


FIGURE 3

Standard Earnings Progression Data Sheet Adapted for U.S. Use

half years.¹⁴ The salary axis has been corrected to the 1965 basis to compensate for inflation.

The portion of the curve between the ordinate and the trial progression line generally illustrates a rapid increase in salary, indicating that the individual is seeking a level of work consistent with his capacity. To the right of the trial progression line, the curve established by the earnings data usually conforms to one of the standard earnings progression curves and represents the capacity that an individual is willing to give to an organization. The sawtooth effect of the individual's curve represents the effect of inflation.

Deviation below the individual's established progression for several years is a strong indication that something has interfered with that person's normal growth. If the cause is not isolated and corrected, that individual will probably leave the organization. Seldom will there be found deviations above the line except when a person is seeking employment in line with his capacity. In this case the individual will reach and remain at a higher progression where work and capacity are consistent. A short-term deviation above the individual's standard curve normally indicates that the person was over-promoted. The lack of future promotions or salary increases and the effect of inflation on his salary eventually compensate for the over-promotion. The

¹⁴ University of California, Berkeley, Human Factors on Technology Research Group Report HFT 69-2, Earnings Progression Data Sheets Expressed in U. S. Dollars, by S. Laner and H. T. Baker, 1969.

individual's subsequent salary progression follows closely the trend of his earlier progression.¹⁵

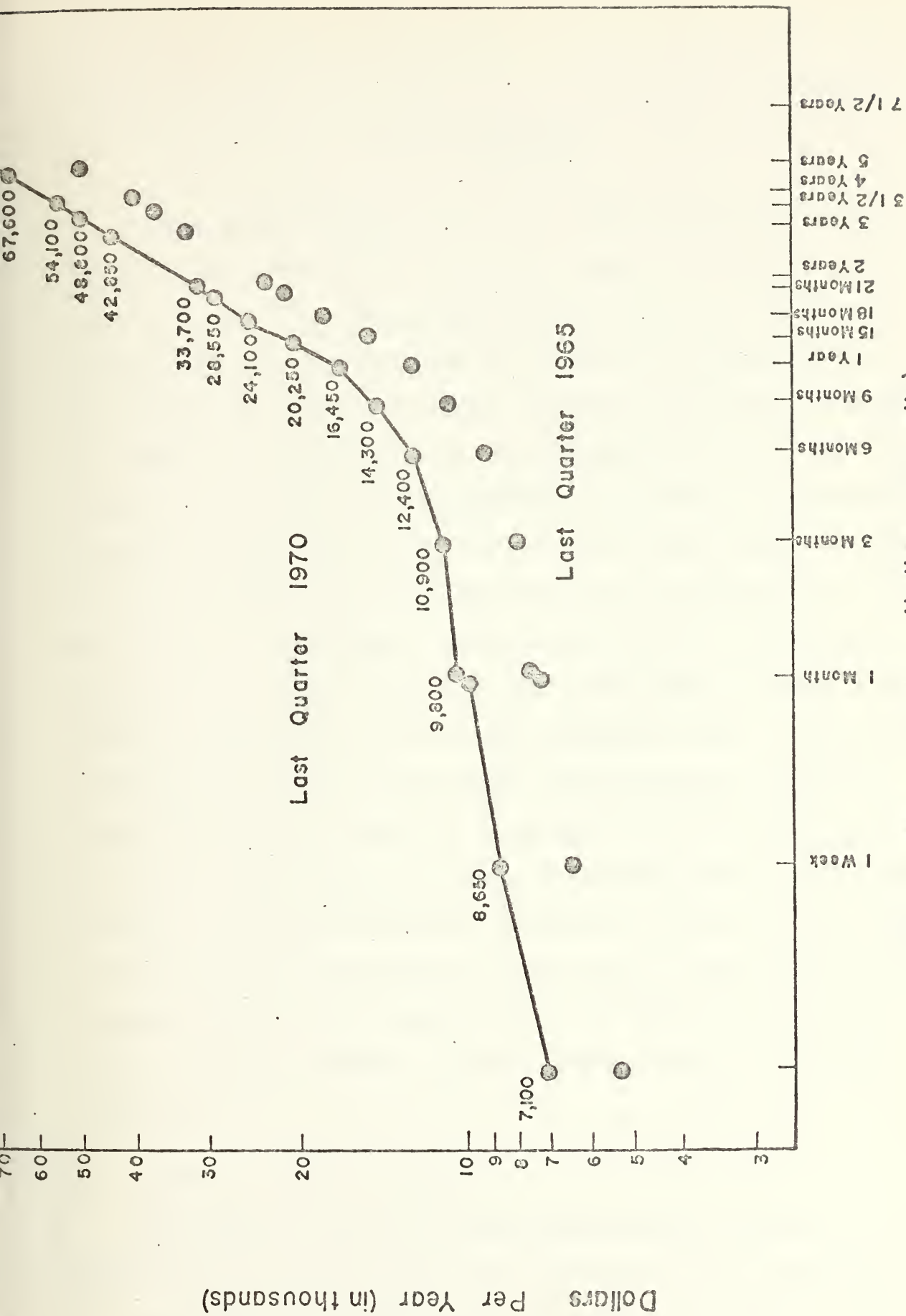
B. THE LEVEL-OF-RESPONSIBILITY/EQUITABLE PAY FUNCTION¹⁶

Further study of the relationship which exists between Time Span of Discretion, Felt Fair Pay, and Individual Capacity has been conducted within the Industrial Engineering and Operations Research Department at the University of California, Berkeley. The principal objective is to evaluate and further develop Jaques' Time Span of Discretion technique for use as the single criterion against which levels of work or responsibility can be measured for any role within any size organization, military or civilian. The experience gained so far in this effort has not given sufficient data upon which a firm, convincing argument, based on hard, statistical evidence, can be stated in support of Jaques' intuitively appealing hypothesis. There is, however, strong evidence that a Level-of-Responsibility/Equitable Pay Function exists which relates Time Span of Discretion to Equitable Pay so that when the level of responsibility of a role is measured in terms of its Time Span units, it is possible to ascertain the equitable pay for such responsibility. The research also supports the converse, that when a level of actual remuneration is known,

¹⁵ Jaques, Elliot, Progression Handbook, Southern Illinois University Press, 1968.

¹⁶ University of California, Berkeley, Human Factors in Technology Research Group Report HFT 72-8, Organizational Analysis and Career Projections Based on a Level-of-Responsibility/Equitable Payment Model, May 1973.

and given that perceived equitable pay (Felt Fair Pay) has proved to be accurate within plus or minus five percent of actual pay. The level of responsibility for that role can then be determined in terms of Time Span of Discretion. The Level-of-Responsibility/Equitable Pay function is depicted in Figure 4 by the curve which relates responsibility, in terms of time-span units, to equitable pay, shown corrected for inflationary changes to 1965 and 1970 base years. The data gathered to date has shown the Level-of-Responsibility-Equitable Pay Function to be a very powerful tool for use in assessing individual capacities for responsibility, and in organizational studies. Also, extensions of the Earnings Progression techniques set forth by Jaques, reveal strong indicators which may be utilized in such vital personnel functions as career development and planning, career progression assessment and recruitment screening.



Level-of-Responsibility/Equitable Pay Relationship

FIGURE 4

II. THE STUDY

Having become familiar with the work and theories postulated by Jaques relating to his Time Span of Discretion technique, studied the data published by Richardson in support of the Felt Fair Pay-Time Span of Discretion relationship, and having had the opportunity to discuss with Laner, Crossman, and Baker their evaluation and modifications to the Jaques' method, it was convincingly apparent that there is considerable potential in the Time Span of Discretion model for translation into an improved system for selection and training of the Navy's project managers. It was also evident that such a system could not be formulated until Time Span of Discretion could be related to the military managerial role. It was understood that this relationship would require a massive study effort which could not be completed within the time available to the author prior to graduation from the Weapons Systems Acquisition Management program. However, it was felt that a worthwhile baseline of data could be established and that such data would constitute the foundation for follow-on study by future students enrolled in the same or a related curriculum.

A. INITIAL VALIDATION EFFORT

The initial effort to verify the military validity of the Time Span of Discretion model was directed to the investigation of the Level-of-Responsibility/Equitable Pay Function utilizing

Earnings Progression techniques. In this instance, Earnings Progression Data Sheets were used to plot the income histories of forty-three Navy officers who at that time were assigned to duty as project managers. Each of the project managers selected had risen to that position via different career patterns.

Pay and allowance of each individual was converted to 1965 dollars, based on an index derived from the Department of Labor wage inflation tables.¹⁷ The results were then plotted on Earnings Progression Data Sheets (1970 version) supplied by Laner and Baker. If the Level-of-Responsibility/Equitable Payment function applies to the military environment, the level of actual income at any point in time would establish a measure of the Time Span of Discretion for that role. If the individual possesses the capacity which roughly matches the level of responsibility as measured by the time-span units, there would be a relatively smooth curve established as income is plotted against age (time). This curve should soon stabilize to one of the Earnings Progression curves postulated by the model. Such earnings progression curves would then relate each project manager's growth in managerial expertise. In each of the cases, the results were nearly identical with definite sawtooth, irregular patterns vice smooth progression curves. These results had been anticipated and were interpreted as clear

¹⁷ Earnings Progression Data Sheets Expressed in U. S. Dollars, by S. Laner and H. T. Baker.

evidence that actual military pay cannot be utilized in any attempt to measure the Time Span of Discretion present in any military role except as it reflects rank. There are two obvious reasons for such a conclusion:

1. The overall military pay system is established and regulated by congressional legislation and is not subject to the forces of a free market.

2. Within the military pay system, military personnel are not paid for level of work (level of responsibility), but by rank and by years of service.

B. FELT FAIR PAY AND LEVEL OF RESPONSIBILITY

The next step in the study effort was to formulate a revised method for validation of the applicability of the Time Span of Discretion to a selection, training and role evaluation system for military managers. For this purpose, the hypothesis was established that if all of the relationships of the Level-of-Responsibility/Equitable Pay function hold true for military roles, then Felt Fair Pay can be utilized as a surrogate variable within the military for what would constitute actual pay if military and civilian pay scales were determined by the same free market forces. Actual military pay would then be shown to be independent of the level of work. Parenthetically, it can be said that if this independence can be proven to exist, and that if the differential between Felt Fair Pay and military pay falls outside the pay satisfaction bounds established by Jaques and confirmed by Richardson and Laner, then the fact that career personnel continue to serve in highly demanding

and responsible military roles would give hard evidence that rewards for military service rather than measured in terms of money received, are based on ^umay interrelated and complex behavioral factors such as challenge, patriotism, recognition, and responsibility.

1. Pilot Study

In order to conduct a preliminary test of the hypothesis, a pilot study was initiated using 500 officer students at the Naval Postgraduate School as the sample. The objective was to determine if there would be a relatively close approximation of the same degree of Felt Fair Pay for particular billets made by a number of officers who had served in those billets prior to reporting to NPS. In order to gather this data, 500 questionnaires, Figure 5, were distributed and the results of over 300 responses tabulated.

BILLET COMPENSATION

Consider the last billet you held in your last command. For that billet, estimate what you think fair monetary compensation should be. Do not consider what your individual worth was while you held the billet. Estimate the compensation for anyone who might fill the billet adequately under the guidelines of billet requirements. Your estimate should be in total yearly compensation.

BILLET

RANK

COMMAND

COMPENSATION

FIGURE 5

Initial Billet Compensation Questionnaire

The wide distribution of billet categories with only a few responses in each indicated that not enough data had been generated upon which a statistically significant test of the hypothesis could be made. There was, however, considerable evidence present in the responses indicating that naval officers had a good appreciation of equitable pay. Based on this indication, it was determined that the Felt Fair Pay method was worthy of additional study on a much larger scale.

C. FELT FAIR PAY STUDY

After a critical examination of the pilot study results, the basic study approach was reviewed prior to expanding the Felt Fair Pay study on a Navy-wide basis. As a result of this review, the long range study objective remained unchanged. This objective was to determine if Time Span of Discretion applies within the structure of the military organization and can be utilized for purposes of organizational analysis, personnel selection, and remuneration. It was decided that with the increasing reliance on project managers for the development and acquisition of major weapons systems, and because of the close parallel between the military project manager and a civilian industrial manager, the intermediate goal of the study should be to determine if Time Span of Discretion can be utilized in the selection, training, and evaluation of Navy project managers.

In order to make this determination, it seemed evident that two alternative courses of study were available. First, personal interviews could be conducted with project managers

and officers in billets supposedly leading to project manager-ship to determine analytically the Time Span of Discretion present in each of the roles. After this the more detailed analysis of the interrelationships of level of work, capacity and pay would be done. The second alternative was to use Felt Fair Pay estimates based on questionnaire responses to determine the Time Span of Discretion present in these roles. The latter was used because sufficient time and money to conduct numerous interviews was not available, and because the questionnaire could reach a much larger sample of the population.

1. The Questionnaire and the Survey Description

The Billet Compensation Survey Questionnaire, Figure 6, was formulated so as to provide information on the following specific points of interest (data points).

- a. The present primary duty by billet (work role) title.
- b. Length of service in the present billet.
- c. Present rank.
- d. A comparison of the respondent's present rank with the rank specified for his billet by the organizational allowance directive.
- e. The respondent's estimate of the fair and adequate compensation for the duties, tasks and responsibilities specified for the billet, apart from any considerations of his own individual worth. This attempt to eliminate personal worth was designed in an attempt to get the respondent to address only the role requirements, not his perception of how much above those requirements he contributed to the role and for which he should be compensated.

BILLET COMPENSATION SURVEY

1. What is your present primary duty (your billet title as indicated in your unit/organization ODCR)? _____
2. How long have you been in your present billet?
☐ 1-3 months ☐ 3-6 months ☐ 6 months-1 year ☐ greater than 1 year
3. What is your present rank?
☐ ENS ☐ LTJG ☐ LT ☐ LCDR ☐ CDR ☐ CAPT ☐ FLAG
4. How does your rank compare with the rank specified in the ODCR?
☐ 2 levels below ODCR ☐ 1 level below ☐ same as ODCR ☐ above
5. Consider the duties, tasks and responsibilities specified for your present billet. Estimate what you feel would be fair and adequate monetary compensation for any individual who meets the requirements for your billet. Do not confine yourself to the present military pay scale and do not let your feeling for your own personal worth influence your estimate.
Estimate of total yearly salary \$ _____
6. What is your present age?
☐ 20-25 ☐ 25-30 ☐ 30-35 ☐ 35-40 ☐ 40-45 ☐ 45-50 ☐ 50-65
7. How many years of active commissioned service do you have?
☐ 1-3 ☐ 3-5 ☐ 5-10 ☐ 10-20 ☐ 20-30
8. What is the level of your formal education?
☐ some college ☐ BA/BS ☐ MA/MS ☐ PHD

FIGURE 6

Billet Compensation Survey Questionnaire

f. The respondent's present age, in five year increments from 20 to 65 years of age.

g. The number of years, in five increments, of active commissioned service for the respondent.

h. The level of formal education completed by the respondent.

The questionnaire was sent to 3,000 of the 5,700 Naval officer graduates of the Naval Postgraduate School on active duty as of 31 December 1972. The response to the questionnaire is shown in Figure 7.

Questionnaires mailed	3,000	
Returned as undeliverable	<u>137</u>	
Questionnaires delivered		2,863
No response	<u>76</u>	
Completed and returned		2,787
Response rate	97.4%	
Responses not incorporated in survey for reasons of:		
a. Inadequate billet identification		
b. Not responsive to the question		
c. No Felt Fair Pay estimate given		<u>108</u>
Usable responses (sample size)		<u><u>2,679</u></u>

FIGURE 7
Questionnaire Response

2. Data Reduction, Organization and Analysis

As the survey responses were received, it became apparent that the billet title was the principal factor about which the data reduction, organization and analysis should be structured. Accordingly, each returned questionnaire was assigned a billet category from the Index of Naval Officer Billet Classification Titles¹⁸ which classifies each of the various Navy officer billets into one of 925 billet categories. They are denoted by a four-digit number or Naval Officer Billet Classification Code (NOBCC), and given a specific word description of the duties applicable to that billet. The NOBCC is the lowest identifier used within the Navy to classify any officer role formalized within the separate organizational entities which constitute the service, both ashore and afloat. The Index divides the 925 NOBCC's into 10 Professional Duty Fields which are functionally oriented, and within which the NOBCC's are subdivided further into ten Major Groups defining the particular specialties within a Professional Duty Field. The Navy Officer Billet Classifications Code Fields are:

0000 - 0999	Medical and Dental
1000 - 1999	Supply and Fiscal
2000 - 2999	Sciences and Services
3000 - 3999	Personnel
4000 - 4999	Facilities Engineering
5000 - 5999	Electronics Engineering

¹⁸ Bureau of Naval Personnel Manual, NAVPERS 15839B, Manual of Navy Officer Classifications, p. A-5 through A-253.

6000 - 6999	Weapons Engineering
7000 - 7999	Naval Engineering
8000 - 8999	Aviation
9000 - 9999	Naval Operations

An example of Major Groups can be seen from the following groupings which make up the Naval Operations Professional Duty Field (NOBCC's 9000 - 9999)

9000 - 9099	Staff and Fleet Command
9200 - 9299	Shipboard Operations and Weapons
9300 - 9399	Engineering Operations
9400 - 9499	Shore Operations
9500 - 9599	Communications
9600 - 9699	Intelligence
9700 - 9799	Automatic Data Processing
9900 - 9999	Naval Operations, General

An example of a specific NOBCC assigned an individual response and which was determined by the answer to the first question of the questionnaire is the NOBCC 9222 which identifies a billet with the NOBCC title of Commanding Officer, Afloat and which is defined as "Commands ship or unit of operating force in accordance with regulations, orders, traditions, and customs of the naval service."¹⁹

a. Data Reduction

All responses were manually scanned upon receipt and values were assigned to each question according to the

¹⁹ Ibid., p. A-217.

answer given, i.e., question 1 was assigned a four-digit number matching the NOBC code determined to be appropriate by reference to the billet title, questions 2, 3, 4, 6, 7, and 8 were assigned a single-digit number corresponding to the box checked and question 5 was assigned a five-digit number reflecting the Felt Fair Pay estimate made by the respondent for his billet. Figure 8 shows the value assignment scheme used for data reduction.

A second sorting was made to divide the responses into billet categories matching the NOBC code resulted in some 160 separate and indentifiable NOBC's. Since there were close associations in terms of duties performed between a large number of billets, the separate NOBC groupings were further reduced into fifty billet categories. Those billets having close functional ties can be considered to constitute essentially the same work role for purposes of this study. A full listing of the 50 billet categories and their functional descriptions is presented in Appendix A. The Statistical Package of the Social Sciences (SPSS) was used for data analysis.

b. Data Organization

The data were transferred to the standard 80 column punched cards directly from each questionnaire, utilizing the values which had been assigned to each question during the data reduction phase. The initial card format reflected that data organization, utilizing columns 1 through 15 of each punched card. One card then represented each questionnaire, and thus became a "case." Since each card was identified by an NOBC code, cards of the same NOBC were organized into

BILLET COMPENSATION SURVEY

1. What is your present primary duty (your billet title as indicated in your unit/organization ODCR)?
2. How long have you been in your present billet?
¹☐ 1-3 months ²☐ 3-6 months ³☐ 6 months-1 year ⁴☐ greater than 1 year
3. What is your present rank?
¹☐ ENS ²☐ LTJG ³☐ LT ⁴☐ LCDR ⁵☐ CDR ⁶☐ CAPT ⁷☐ FLAG
4. How does your rank compare with the rank specified in the ODCR?
¹☐ 2 levels below ODCR ²☐ 1 level below ³☐ same as ODCR ⁴☐ above
5. Consider the duties, tasks and responsibilities specified for your present billet. Estimate what you feel would be fair and adequate monetary compensation for any individual who meets the requirements for your billet. Do not confine yourself to the present military pay scale and do not let your feeling for your own personal worth influence your estimate.

 Estimate of total yearly salary \$
6. What is your present age?
¹☐ 20-25 ²☐ 25-30 ³☐ 30-35 ⁴☐ 35-40 ⁵☐ 40-45 ⁶☐ 45-50 ⁷☐ 50-65
7. How many years of active commissioned service do you have?
¹☐ 1-3 ²☐ 3-5 ³☐ 5-10 ⁴☐ 10-20 ⁵☐ 20-30
8. What is the level of your formal education?
¹☐ some college ²☐ BA/BS ³☐ MA/MS ⁴☐ PHD

FIGURE 8

Data Reduction Values

sub-files which, in turn, when aggregated, formed the complete input data file which would be manipulated by the SPSS system.

After a few "proofing" runs were made on the computer, it was determined that additional data was needed for each case or data card, in order that the full range of the system could be employed to show direct relationships between Felt Fair Pay and actual pay. To accomplish this, a program was written to add to each card the following:

(1) Felt Fair Pay Level; a single digit converting the continuous span of Felt Fair Pay estimates into 9 discrete

RANK	YEARS SERVICE				
	1 - 3	3 - 5	5 - 10	10 - 20	20 - 30
FLAG (7)	---	---	---	---	34,000
CAPT (6)	---	---	---	23,200	26,700
CDR (5)	---	---	17,800	20,200	23,300
LCDR (4)	---	15,700	16,200	18,800	---
LT (3)	12,400	14,200	15,600	17,000	---
LTJG (2)	10,900	13,100	13,520	---	---
ENS (1)	9,200	10,800	---	---	---

FIGURE 9
MILITARY PAY MATRIX

values, each representing dollar levels of felt fair pay in \$5,000 increments from "less than \$15,000" to "greater than \$50,000";

(2) Actual Military Pay; a five-digit number computed from the matrix developed and shown in Figure 9. This data point provides a mean actual military pay figure which corresponds to each respondent's rank and years of service.

(3) Military Pay Level; again a single-digit number which groups actual military pay into five discrete levels, in \$5,000 increments, ranging from "less than \$15,000 to \$35,000";

(4) Sequence Number; a four-digit number which afforded the means of assigning a unique case-identification code to each data card (case).

Once this program was de-bugged, the original data file was run through and new cards were output by the system with the following data format:

<u>Card Column</u>	<u>Data Element (Variables)</u>
1-4	NOBC: Billet category
5-8	SEQNUM: The case sequence number
9-10	Blank
11	YRSINBIL: Length of service in present billet
12	RANK: Present rank
13	BILALLOW: Rank specified for the respondent's billet
14-18	FAIRPAY: The Felt Fair Pay estimate made by the respondent
19	AGE: Present age

<u>Card Column</u>	<u>Data Element (Variables)</u>
20	YRSVC: Total years of active commissioned service
21	EDLVL: Highest level of formal education
22	FFPLVL: The level of Felt Fair Pay estimate in nine discrete intervals
23-27	MILPAY: The mean actual military pay of that respondent, determined from rank and years service
28	PAYLVL: The level of the mean actual military pay in five discrete intervals

The complete computer program listing by which the data manipulation and analysis was accomplished is printed in Appendix E, giving all data definition statements and a complete data listing from which the program may be duplicated and rerun if necessary. The restructured data cards are in the possession of the author.

After the data cards were reformatted, the data was loaded from the punched cards onto a Direct-Access Storage Device (2314 Disc) for internal storage within the 360/67 system, thereby reducing the time and effort required for each data analysis run. This file, named FELTFAIR, was subsequently used throughout the study.

3. Data Analysis

During the initial data manipulation and analysis, various subprograms available within the SPSS system were utilized to generate descriptive statistics, one way frequency distributions, descriptions of sub-populations, table displays of relationships and bi-variate correlation analysis. The flexibility of SPSS provided that data analysis could be

made of the entire file considering every case (the entire survey sample) as one file and/or concurrently examining the file in terms of its sub-file structure, allowing analysis on the basis of the fifty individual billet categories. The computer output generated by such manipulations was considerable, approximately 800 pages to provide descriptive statistics for the entire file (sample) and then by sub-file (billet) breakdown and to provide bivariate correlation analysis between the selected variables. Accordingly, it was determined to condense the computer analysis to that printed out in Appendix D, which provides descriptive statistics and correlations from the survey sample using the following procedures.

a. CODEBOOK

This option provided the one-way frequency distributions, histograms, and descriptive statistics for each of the eleven variables, such as NOBC, RANK, AGE, FAIRPAY, etc., over the entire sample. The data was also analyzed in CODEBOOK format by billet (sub-file) structure, but is too voluminous to append.

b. BREAKDOWN

The BREAKDOWN feature of SPSS, again considering the entire sample only, provided an examination of the mean, standard deviation and variances of two criterion variables among various subgroups of variables within the population. For purposes of comparison, the FAIRPAY variable and the MILPAY variable were chosen as the criterion variables and each one was then analyzed in terms of mean, standard deviation and variance for the subgroupings of RANK, AGE, and YRSVC.

This capability allowed the mean Felt Fair Pay to be computed and compared to the mean MILPAY for the entire sample, for each rank level, each age group and each level of years of commissioned service. The BREAKDOWN option was also utilized for a sub-file analysis, which provided the same comparisons within each billet category, but again the output was too massive to append.

c. PEARSON CORR

The subprogram PEARSON CORR computed zero-order product-moment correlation coefficients, or Pearson correlations, between two specified variables. This option permitted the linear relationships between two selected variables to be examined by measuring the amount of spread about the linear least-squares equation. The output generated by this subprogram shows the correlation coefficient between the two variables, the number of cases upon which the correlation was computed, and the test of significance (two tailed using the student's t with N-2 degrees of freedom).

Pearson correlations were computed for FAIRPAY with, in turn, RANK, AGE, YRSVC and EDLVL. For purposes of comparison, the correlation between MILPAY and RANK, AGE, YRSVC and EDLVL was also computed. In this analysis, the computations of correlation coefficients were made first using the entire sample, and then by billet category.

4. Results

The results of the data analysis show that, of the fifty billets represented in the sample, the mean Felt Fair Pay for 13 billets exceeded the mean actual pay by 130 percent

or more. For another 28 billets, the mean Felt Fair Pay was between 115 to 130 percent of mean actual pay. These 42 billets with high ratios of Felt Fair Pay to actual pay represent 84 percent of the billet categories which appear in the sample, and over 84 percent of the sample population. When the statistics were analyzed on the basis of rank alone, the mean Felt Fair Pay for LTJG, LCDR, CDR and CAPT are all in excess of 120 percent of mean actual pay. Only the small sample of 9 flag-grade officers shows a Felt Fair Pay-to-actual pay ratio less than 1.00.

Appendix D is the computer generated output of the statistical analysis of the FELTFAIR survey, showing the statistics which in general describe the sample, the breakdown by mean, standard deviation and variance of the FAIRPAY estimates made by the respondents, and the correlation of the FAIRPAY estimates to rank, age, years of service and education. A brief description of the sample is provided in Figure 10, which shows the summary of study statistics by variables, and Figure 11, which presents the mean Felt Fair Pay estimates grouped by rank.

Appendix D, because of the limitations in bulk, does not completely describe the sample data since the descriptions of the sub-files or billet categories were not called out. However, the FELTFAIR sample was analyzed from this standpoint and the results of this detailed analysis have been condensed and tabulated and are presented in Appendices B and C.

SUMMARY OF STUDY STATISTICS BY VARIABLES

LABEL	DESCRIPTION	STATISTICAL DISTRIBUTION		
		MEAN	MEDIAN	MODE
NCBC	RESPONDEE'S BILLET	(50 BILLETS CLASSED BY NCBC)		
RANK	PRESENT RANK	LCCR	LCDR	CCR
FAIRPAY	RESPONDEE'S FELTFAIR PAY IN DOLLARS PER YEAR	25407.17	24914.64	25000.00
MILPAY	ACTUAL PAY COMPUTED FOR RANK AND TOTAL YEARS SERVICE	20357.99	19886.03	20200.00
EDLVL	HIGHEST LEVEL OF FORMAL EDUCATION: SHOWN IN PERCENTS	37% BS-BA; 62% MS-MA; 01% PHD		
AGE	PRESENT AGE	35-40 YR	35-40 YR	35-40 YR
YRSVC	YEARS OF ACTIVE COMMISSIONED MILITARY SERVICE	10-20 YR	10-20 YR	10-20 YR
YRSINBIL	TIME IN PRESENT BILLET	6 MO-1 YR	6 MO-1 YR	OVER 1 YR
BILALLCK	PRESENT RANK AS COMPARED TO THE RANK SPECIFIED FOR THE BILLET	SAME	SAME	SAME

FIGURE 10

RANK	N	MEAN FAIRPAY (F)	MEAN MILPAY (M)	
<u>RANK</u>	<u>N</u>	<u>MEAN FAIRPAY (F)</u>	<u>MEAN MILPAY (M)</u>	<u>F/M</u>
LTJG	18	\$13,889	\$11,267	1.233
LT	191	\$17,310	\$15,329	1.129
LCDR	977	\$22,482	\$18,412	1.221
CDR	1099	\$26,901	\$20,877	1.289
CAPT	385	\$32,913	\$26,418	1.246
FLAG	9	\$33,444	\$34,000	0.984

FIGURE 11

Mean Felt Fair Pay Estimates By Rank

a. FELT FAIR PAY Survey Data Summaries

Appendix B presents, in two tables, the summarization of the detailed analysis of the survey results, examined in terms of the fifty billet categories which constituted the data sample. The appendix title page explains the tables in detail.

Table 1 provides for comparison of the mean Felt Fair Pay against the mean actual pay by billet and by rank within billets. Table 2 shows the Pearson correlation coefficients by billet for the variable pairs which are formed when Felt Fair Pay is analyzed for any linear relationship with rank, age, years of service and education. The correlation analysis is computed for variable pairs formed with actual pay

and, in turn, rank, age, years of service and education. Only eight of the fifty billets show a correlation coefficient higher than 0.6 for correlation of RANK/FAIRPAY, and of these only Communications Officer (Afloat) has a coefficient higher than 0.8. Only three billets show any significant correlation between AGE and FAIRPAY, and then not higher than 0.67. There is only one billet with a correlation coefficient higher than 0.6 when YRSVC and FAIRPAY are correlated. The relationship of education to FAIRPAY is shown to be even more independent, with no billet showing a correlation coefficient higher than 0.4425.

b. Rank Ordering of Billets

The tables presented in Appendix C are included to indicate the results achieved when the billets are listed in rank order using Felt Fair Pay as the criterion for structuring the list. Table 3 shows the billet rank order when mean Felt Fair Pay is used as the rank order factor. Table 4 shows the rank ordering when the ratio of Felt Fair Pay to actual pay is used as the rank criterion. Tables 5 through 10 were constructed for each rank represented in the sample and show the orderings of billets as computed using the mean Felt Fair Pay of officers of that rank in the billets represented.

III. CONCLUSIONS

Before stating any specific conclusions, it would perhaps be appropriate to review the tenor of the entire study approach. The study effort described herein is envisioned as the initial phase of a much larger program which will continue for a considerable period of time. In keeping with this consideration, there are long range and intermediate goals implicit in the overall research effort which have remained essentially beyond the context of the present study. The principal thrust of this effort was an attempt to determine, based on the results of a large sample, if military officers have any appreciation of equitable pay for level of work, and if so, is the perception of equitable pay independent of the determinants of military pay.

A. FELT FAIR PAY

Based on the results of the data summary as set forth in Table 1 of Appendix B, and in the rank ordering manipulations set forth in Tables 1 and 2 of Appendix C, it appears quite evident that the bulk of Naval Officers perceive Felt Fair Pay to be a definable entity well within their understanding. The Pearson correlations of Table 2, Appendix B give solid evidence that this perception of Felt Fair Pay is, in almost every case, independent of rank, age, years of service and education. Since these variables, with the exception of education, constitute the framework within which actual

military pay is structured, it may then be argued that Felt Fair Pay is perceived independently of actual pay.

There is some evidence, as seen from the rank orderings of billets within the sample, that in cases where there is some association with an industrial counterpart, that there is a stronger perception of equitable pay.

The high rank placement of operational command billets (TYCO, COSA, COAV, COAF) is striking evidence in support of the existence of unusually high levels of responsibility in these billets, heretofore intuitively labeled "command responsibility." The billet rank orderings also show that there are a relatively large number of billets perceived as significantly lower in terms of equitable pay.

It would therefore appear that there is strong evidence that Felt Fair Pay can be utilized as the indicator of the level of work inherent in a particular military role, serving as a surrogate variable for equitable pay in the Level of Responsibility/Equitable Pay model.

B. IMPLICATIONS FOR FUTURE STUDY

The principal result of this thesis has been to demonstrate the existence of Felt Fair Pay as a measurable quantity, perceived by Navy Officers to be independent of actual pay. Implicit in the results obtained and the conclusions drawn are certain indicators for the direction of future study efforts.

1. Re-test

In order to give substantiative proof to the Felt Fair Pay hypothesis, another survey should be conducted of a large

random sample of the officer population. Sufficient time will have elapsed in the interim so that duplication of addressees should not be a problem. This effort should be geared along essentially the same lines as the previous questionnaire, but with the following modification:

a. Billet identification should be provided by NOBC code vice billet title in order to eliminate over 90 percent of the manual data reduction effort.

b. A covert coding system should be utilized to link the respondent by name to the data base so that future resurvey and/or verification interviews can be conducted of selected individuals, and a billet progression tracking method established.

c. The survey questions should be worded so that answers may be given in discrete terms vice incremental intervals, i.e., age as 38 years rather than 35-40 years. This will again simplify the data reduction process by eliminating the requirement to recode the data. It will also provide that the statistical analysis can be conducted on the basis of continuous variables, thereby affording a more meaningful statistical description of the populations and subpopulations.

2. Personal Interviews

Based on the results derived from the study effort to date, it would appear that there is sufficient evidence in support of the Felt Fair Pay hypothesis to warrant a limited program of personal interviews for the purpose of analytical determination of the level of responsibility present in certain billets. Such a limited program might be undertaken for project manager billets in the Washington, D. C. area

and would provide, in addition to a check against the Felt Fair Pay approach, valuable insight and experience in the Time Span of Discretion interview techniques. The interview methodology, described and outlined by Richardson, appears to be readily adaptable to the military aspects of the study. A modified interview form incorporating the utilization of discretionary resources can be constructed with little effort and could be tested in the local area prior to its use in the "real world" environment of Navy Project Managers.

3. Ancillary Studies

There are certain questions raised by the study results which lead into areas of interest beyond the immediate question of the applicability of the Time Span of Discretion hypothesis to project manager considerations. These are the questions which are associated with the long range goals and which may impact on other research efforts in such fields as military pay studies, retention, optimum military organizational structure analysis, and the determination of the most effective mix of military and civilian billets. An interface with such groups should be established to provide for the free exchange of information and data which may be of significant and mutual benefit.

C. SUMMARY

This thesis has been directed to an introduction to the concept of Time Span of Discretion as a potential tool for use in measuring work, pay and capacity in managerial roles. The applicability of the Time Span of Discretion techniques

to the military managerial environment was postulated and a specific hypothesis was established for the purpose of investigating such potential utility. The reasoning behind selection of Navy project managers as the group of officers most suited to be the test sample for such an evaluation was identified and supported. The main body of the thesis work was given to a data collection and analysis program designed to determine if Felt Fair Pay is perceived by Naval Officers to be a separate, quantifiable entity, independent of actual military pay. The analysis of the data collected indicates that such a perception does, in fact, exist; that future study efforts should be oriented along specific directions; and that early contact should be established with other researchers investigating what may prove to be the same long range objectives.

This, it is hoped, is a beginning.

APPENDIX A: BILLET CATEGORY LISTING

COMP 1050; Comptroller - Directs formulation, justification and administration of fiscal and budgetary management policies, plans, and procedures: Determines budget and fiscal control policies; coordinates and approves allocation of funds to programs and organizational units; develops reports on status of appropriations; provides required data on utilization of labor, material, and commercial services; prescribes required methods for budget estimation, fiscal administration, and accounting; exercises internal control over these systems through administrative and internal activities.

PCMT 1400; Procurement - Billets in this group identify primary duties associated with purchasing, renting, leasing, or otherwise obtaining supplies and services, and include all phases of contract administration.

SUPO 1900; Supply Officer (General) - Directs supply department activities: Applies supply policies to operation of department; determines demand in accordance with mission and standard allowance lists; approves requisitions, balance sheets, and summaries; directs receiving, storage, inventory control, issue, and salvage of material; oversees procurement and sale of goods and services; administers operation of general mess, including procurement, storage, issue, and inventory of provisions; conducts

disbursing activities in connection with property accountability and transfer, payroll and personal accounts.

ANLS 2085; Statistical Data Analyst - Performs professional statistical work involving collection, compilation, verification, analysis, and interpretation of data to aid in logistical planning, scientific research, and management control: Obtains basic data, determining character and volume of information necessary for solution of statistical problems; analyzes quantitative statistical data; develops significant trends and ratios; evaluates trends and correlations to determine cause-effect relationships; selects methods of presenting findings, such as charts, diagrams, and written summaries.

RDTE 2100; Research Development, Test and Evaluation (General) - This category identifies billets with primary duties directed to the management of research and development programs and projects for air, surface and sub-surface warfare.

DSPM 2160; Designated Project Manager - Exercises executive authority over the planning, direction, and control of a designated project and over the allocation and utilization of all authorized departmental resources: Prepares and submits for approval the project master plan; applies to the project intensified management techniques, procedures, and controls as required; makes technical, personnel, and business management decisions required by the project as authorized by his charter; reports status and progress of his project in

accordance with instructions of the major agency to which he is responsible.

ASPM 2165; Assistant Project Manager - Assists the project manager of a designated project in a functional area for the administration of the project requiring intensified management techniques: Assists in planning, such as cost estimating, budgeting and funding, research and development tasks, test programs, production, logistic support, personnel requirements, technical support, installation, overhaul, repair and supply programs, and contracting; assists the project manager in the execution of the project master plan.

DPSO 2170; Designated Project Support Officer - Directs a specific functional element of a designated project: Plans and develops and coordinates a functional element such as a phase of research, development and/or evaluation, production, logistic support, or training equipment for a designated project; coordinates progress of functional element to assure accomplishment of required schedules to meet objectives of the project master plan.

PERS 2600; Personnel Administration (General) - Conducts or directs personnel administration of naval activity: Directs preparation of naval billet descriptions and revisions to manpower authorizations; effects transfers and changes in assignments; initiates requests for replacements; supervises interview and assignment of personnel on basis of qualifications

and billets; provides for discharge and reenlistment of personnel; supervises maintenance of statistical and record controls; directs preparation of personnel rosters and strength reports; supervises maintenance of service records; reviews promotion actions for conformance to authorization.

PMCD 3000; Personnel Management Control and Distribution - Administers distribution of officer and enlisted naval personnel: Maintains availability records based on school quotas, enlistment, officer procurement, and transfer statistics, receiving requests from fleet and shore command; assigns officers to billets; assigns enlisted personnel to commands for detailing to billets; implements sea and shore rotation policy; transfers naval personnel between commands; acts on officer requests for change of duty; oversees assignment and utilization of ratings and special classification of enlisted personnel.

TRNG 3200; Training (General) - Classifications in this group identify primary duties associated with planning, administering, or instructing in the naval training program, the vocational and academic education of naval personnel, and inservice training.

FENG 4200; Shore Facilities Engineering - Classifications in this group identify primary duties involving shore facilities research, planning, design, construction, and maintenance; facilities-related staff functions; and matters pertaining to

the Petroleum and Oil Shale Reserves. Excluded from this group are classifications pertaining to nuclear shore system facilities.

PWKO 4250; Public Works Officer - Directs and administers public works and public utilities at naval activities: Supervises or participates in facilities planning, design, construction, and maintenance; provides for installation and maintenance of public utilities; provides transportation services; conducts inspections of facilities and projects for conformance to safety, maintenance, and other naval regulations.

WENG 6000; Weapons Engineering (General) - This category includes classifications which identify billets with primary duties involving research in, and development and production of, naval weapons and weapons material, and the installation and maintenance thereof.

PRJO 6900; Project Officer (General) - Coordinates and/or participates in the planning and conduct of tests and evaluations of specific end items, systems, tactics and procedures: Prepares project plans for conduct of tests to determine the capabilities and limitations of equipment to meet acceptability standards; designs the types and determines number of tests to be conducted; supervises the conduct of tests; maintains liaison with governmental and private research and development agencies; prepares reports of tests and evaluations to include specific recommendations.

NPRO 6914; Naval Plant Representative - Administers all types of contracts placed with private contractors and serves as primary government point of contact with the contractor: Maintains surveillance of contractor's management, systems, procedures, and methods, and ensures economical operation; represents contracting agencies and project managers on all contracting matters and ensures compliance with prescribed procurement, engineering, and quality procedures and objectives; advises contracting agencies and project managers on present and predicted contractor cost and schedule performance; ensures proper plant security and maintenance of government facilities and equipment; as appropriate, maintains surveillance of flight operations.

NAVE 7000; Naval Engineering (General) - This category includes classifications which identify billets with primary duties involving planning, research, design, development, construction, production, alteration, repair, and upkeep of naval vessels.

AVED 8000; Aviation Engineering (General) - Classifications in this group identify primary duties involving planning, participation in, or direction of research, development, design, and testing of naval aircraft and components.

AVMO 8100; Aviation Maintenance Officer - Classifications in this group identify primary duties involving planning, administration, and direction of depot, intermediate and organizational maintenance of naval aircraft, components, parts and support equipment.

AGSS 8600; Aviation Ground Support Ashore - Classifications in this group identify primary duties involving the direction or administration of operations required for the immediate support of the flight group, such as air traffic control, flight safety, line servicing, aircraft arming and fueling, flight scheduling, and miscellaneous airport services.

AGSA 8650; Aviation Operations Support, Afloat - Controls and schedules flight operations of ship's aircraft: Prepares flight operations plan, indicating daily flight and plane assignment; delivers briefings to embarked pilots; maintains radio communications with aircraft and provides directions on launching-landing operations; tracks aircraft in combat information center (CIC); furnishes CIC with information regarding air operations; evaluates operation with pilots and prepares operational reports.

COAV 8670; Commanding Officer, Aviation Squadron - Commands aircraft squadron in carrying out assigned mission: Prepares squadron policies and directives, complying with regulations and instructions from higher commands; organizes divisions, including aircraft maintenance, aviation ordnance, flight operations, material and training, administrative and supply; conducts squadron training; reviews flight proficiency; ensures operational readiness of aircraft; investigates delays by maintenance personnel; operates squadron aircraft.

XOAV 8672; Executive Officer, Aviation Squadron - Assists commanding officer in carrying out and administering squadron policies and directives: Prepares squadron bills and orders; interviews and assigns enlisted personnel; consults department heads and division officers when planning squadron activities; establishes daily routine; directs such administrative activities as maintaining personnel records, reviewing all correspondence, enforcing system for advancement in rating, and preparing required reports; operates squadron-type aircraft.

MEOC 8715; Meteorologist/Oceanographer - Provides oceanographic, hydrographic, air/ocean interface and air navigational information for the Navy: Administers all phases of naval oceanography and hydrography including field surveys; adjusts programs to conform to budget; authorizes exchange of hydrographic and oceanographic information with foreign governments within limits of existing documentation; maintains liaison with governmental and nongovernmental organizations concerned with oceanographic matters; participates in oceanographic projects as the Navy representative. Directs operation of weather office in supplying meteorological, oceanographic, and climatological information to naval activities and operational commands.

COSO 9015; Chief of Staff/Chief Staff Officer - Coordinates activities of staff officers in accordance with general policies laid down by the commander: Guides work efforts of staff, exercising general supervision over sections and ensuring that completed staff work is submitted to commander for decision;

serves as major contact point for other commands; advises and assists commander in consideration of policies and problems; acts as direct representative, signing correspondence on routine matters and determining the line of action in situations where views of commander are known.

ADVR 9020; Combat Advisor - Advises commander or staff officer of foreign naval command engaged in combat: Accompanies command on operational missions and advises counterpart officer in matters pertaining to effective tactical employment of the command and actions related thereto; evaluates available intelligence; counsels in development of operation plans and orders; maintains liaison with other U. S. advisors in chain of command and those with proximate units.

LOGI 9051; Logistics - Directs or assists in the direction of activities concerned with the preparation, review and implementation of logistic plans: Plans for support of sea-going forces and naval bases; establishes policies governing implementation of plans, providing general guidance for material control and for fleet maintenance; coordinates efforts to fulfill established requirements; determines priorities and controls allocation of critical items; reviews and evaluates progress in fulfilling requirements.

SCAC 9060; Staff Command and Control - Assists commander by taking initial actions in rapidly developing crises: Prepares and, upon approval, implements staff emergency action

procedures; directs and monitors dedicated command and control communications facilities; monitors the status and employment of nuclear forces in support of general war plans; coordinates the use and development of automatic data processing systems for use in command and control; develops plans, procedures, and equipment for use in the command center.

SMTL 9063; Staff Material - Directs staff material activities involving repair, preservation, maintenance, and activation programs for ships of command: Supervises staff work concerned with upkeep and preservation of hull, engineering, electrical, electronic, and ordnance materials; prepares budget estimates and requests funds; directs allocation of funds; recommends priority of ships for overhaul; maintains liaison with staff supply activities, systems commands, shipyards, naval bases and stations, and other commands; conducts inspections; develops plans and policies; serves as technical advisor; contracts for repair work by commercial sources.

SOPS 9065; Staff Operations, Plans - Assists commander by coordinating and directing employment of ships and units of command: Oversees preparation and implementation of training schedules and exercises; prepares standard instructions concerning disposition and tactical procedures for units constituting command's forces; directs preparation of estimates of situation, coordinating with other staff divisions; supervises staff preparations for all operations, including preparation and coordination of operation plans and orders; directs

critiques on results of exercises or engagements; maintains liaison with other commands and staffs.

SRTR 9067; Staff Readiness/Training - Administers program designed to maintain and improve combat readiness of ships of command: Determines efficiency rating of ships by planning, organizing, conducting, or evaluating test programs for equipment and/or ordnance systems; recommends modification or development of new tactics and doctrine.

ANLO 9085; Operations Analyst - Conducts theoretical, statistical, and simulator analyses of complex systems: Assists in determining basis for decisions regarding selection, employment, and control of operations systems; interprets results of fundamental operations research studies; assists in design of fleet and operational evaluations of new equipment, weapons systems, and tactics, and in interpretation of results of evaluations; assists in design, analysis, and interpretation of results of fleet exercises.

TYCO 9098; Type Squadron Commander - Commands administrative or operational unit consisting of two or more divisions of ships, or of ships of similar type organized for fleet service, and additional ships which may be assigned, such as flagships or tenders, in accordance with regulations, orders, traditions, and customs of the naval service.

DOOP 9220; Division Officer, Afloat (Operations) - Directs collection, display, evaluation, and dissemination of operational and combat information: Supervises combat information center (CIC) personnel operation radar, sonar, electronic countermeasures, communication, and plotting equipment; provides information to control stations regarding navigation, movement of friendly and enemy ships and aircraft, and current combat information; directs the care, operation, and maintenance of CIC equipment; assists in target designation, piloting, anti-submarine operations, and tactical deception.

COAF 9222; Commanding Officer, Afloat - Commands ship or unit of operating force in accordance with regulations, orders, traditions, and customs of the naval service.

XOAF 9228; Executive Officer Afloat - Administers ship's organization and daily routine, instructing department heads as to cruises, exercises, and training programs desired by command: Supervises ship's major administrative office, preparing daily routine, screening discipline cases, reports, correspondence, and maintaining records; inspects ship's spaces; controls liberty and leave; prepares watch bills; schedules drills; exercises general supervision over messing, berthing, boat schedules, and ship maintenance; assists commanding officer in shiphandling underway and commands ship in his absence.

DOWP 9250; Division Officer, Afloat (Weapons) - Assists Weapons Officer by administering division of weapons department: Directs operations, maintenance, and repair of weapons and associate equipment; assigns personnel to weapons duties; establishes and supervises training program; schedules drills; organizes firing practices; ensures readiness of equipment and spaces; inspects battery; directs care, handling, stowage, and use of battery ammunition; promulgates weapons doctrine; oversees preparation of division records and reports.

WEPA 9258; Weapons Officer, Afloat - Directs activities of ship's weapons department: Advises commanding officer on weapons operations, capabilities and problems; oversees operation and operational maintenance of all weapons and weapons control equipment; supervises preparation of charts, maps and grid systems; supervises care, handling, stowage and use of explosives; ensures performance of seamanship evolutions and small ships.

OPSA 9274; Operations Officer, Afloat - Coordinates ship's operations, training, and tactical planning: Organizes operations department and delegates responsibilities for communications, combat information center (CIC), and sonar activities; confers periodically with commanding officer and department heads in preparation of ship's operation plans and training schedules; conducts briefings; directs underwater, surface, and air searches and electronic countermeasures; evaluates and disseminates operational information, advising

command on required tactics and ship movements and controlling airborne aircraft through CIC officer; supervises electronic equipment repair.

DOEG 9310; Division Officer, Afloat (Engineering) - Classifications in this group identify primary duties involving engineering operations and operational maintenance afloat including propulsions, damage control, diving, and salvage operations.

ENGA 9362; Ship's Engineer Officer - Administers ship's engineering department: Directs operation and maintenance of propulsion and auxiliary machinery and electric power equipment; superintends engineroom, boilerrooms, carpenter shops, and electrical and other engineering spaces; directs maintenance of boat machinery, control of damage, repair of hull and other appurtenances, and repairs not specifically assigned to other departments; directs procurement and use of fuel, lubricants, spare parts, and other engineering equipment; maintains comprehensive maintenance program; directs preparation of required engineering records and reports.

FOPS 9400; Fleet Operations Support - Classifications in this group identify primary duties involving port and naval base command and operations, harbor services to fleet, harbor defense, convoy and routing administration, ship-movement control and reporting, and civil affairs.

OICS 9420; Officer-in-Charge, Shore Activity - Directs operation of activity or major component thereof: Initiates and implements action required to carry out assigned mission; ensures compliance with policies, directives, regulations, and instructions from higher authority; maintains required departmental organization to provide effective performance of activity functions, administration, and training; conducts periodic inspections to ensure operational efficiency; promotes general welfare and morale of activity personnel.

COSA 9421; Commanding Officer, Shore Activity - Commands activity, or major component thereof, of Naval Shore Establishment in accordance with law, regulations and customs of the service: Develops organizational plan to fulfill assigned mission; establishes policies and procedures for operation and functioning of activity; inspects to ensure efficient operation, and initiates corrective action; interprets and implements policies and orders of higher authority; exercises military control and provides technical guidance for command.

XOSA 9436; Executive Officer, Shore Activity - Represents the commanding officer in duties concerning military, professional and general efficiency of a naval shore activity. Administers the activity's rules, regulations and policies as determined by commanding officer. Directs activities of department heads.

SCOM 9500; Staff Communication Officer - Advises and assists staff, fleet or force commanders by planning and administering communications: Formulates communication plans and directives

maintains liaison with other services and joint or allied commands on communication matters; enforces communication discipline; assigns frequencies within allowances; maintains security of communications and communication equipment; supervises cryptoboard activities.

COMA 9582; Communications Officer, Afloat - Supervises ship's exterior communications and internal systems pertaining thereto: Ensures proper routing of messages and secures acknowledgement and replies; maintains message files, safeguarding physical security of communications; furnishes recognition and emergency identification signals; provides for procurement, safeguarding, and reporting of registered publications; directs cryptoboard training.

INTL 9600; Intelligence Officer (General) - Classifications in this group identify primary duties associated with planning and the execution of measures to collect, evaluate, interpret and disseminate information, data, and material concerning naval plans, facilities, and equipment of foreign nations, and to safeguard naval information and the security of the United States.

ADPO 9700; ADP Plans/Operations/Management - Classifications in this group identify primary duties associated with operations, programming, analysis, and maintenance of general purpose digital computers and related peripheral equipment.

AIDE 9930; Executive Assistant/Aide - Coordinates activities of staff assistants to a senior civilian (secretarial level) or military official: Organizes, plans, and controls administrative matters, ensuring submission of completed staff work to the official; serves as principal contact point for the official and controls appointments; advises and assists the superior in consideration of policies and problems; provides answers to inquiries of policy and nonpolicy nature when superior's views are known; performs liaison with other offices; acts as personal aide to the superior.

APPENDIX B: FELT FAIR PAY SURVEY DATA SUMMARIES

This appendix presents, in two tables, the summarization of the detailed analysis of the survey results, examined in terms of the fifty billet categories which constituted the data sample.

Table 1 provides for comparison of the mean Felt Fair Pay against the mean actual pay by billet and by rank within billets. Entries under the heading BIL reflect the billet title as indexed and described in Appendix A. The RANK, N (number), and PCT (percentage) columns show the distribution of officers by rank within the indicated billet category. The figures under the FFP-BIL heading show the mean annual Felt Fair Pay computed for each billet category and each rank level within the category. The MILPAY-BIL figures show the mean actual military pay, not including hazardous duty pay, computed for all officers within the billet categories, and for officers at each rank level. The column headed \$ DIFF shows the dollar difference between FAIRPAY and MILPAY. The ratio of Felt Fair Pay to actual pay is computed and shown under the column titled F/M RATIO, and is indicative of the percentage difference between the two pay values. FFP-S shows the mean Felt Fair Pay which was computed for the entire sample, as seen on a billet line, and for all officers of each grade in the sample, as shown on the rank lines. The column headed B/S RATIO indicates the percentage difference

between the mean Felt Fair Pay for a particular billet and the mean Felt Fair Pay for the entire sample. Likewise, the percentage difference between the mean Felt Fair Pay for a specific rank in a particular billet and the mean Felt Fair Pay of all officers in the sample of that rank is shown.

Table 2 shows the Pearson correlation coefficients by billet for the variable pairs as listed in the column headings. Rank, age, years of service and level of education are correlated in turn with Felt Fair Pay and actual pay. Only those officers within the particular billets were considered in computing the correlations.

TABLE 1

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
CCMF		041	1.00	26366	21112	5254	1.249	25403	1.038
	LT	002	.049	25500	17000	8500	1.500	17310	1.473
	LCDR	013	.317	22615	18400	4215	1.229	22481	1.006
	CCR	019	.463	25737	21342	4295	1.206	26900	0.957
	CAPT	007	.171	25286	26700	8586	1.322	32913	1.072
PCMT		021	1.00	27119	21424	5695	1.266	25403	1.068
	LTJG	001	.048	17000	10900	6100	1.560	13889	1.224
	LCDR	007	.333	22714	18800	3914	1.208	22481	1.010
	CCR	007	.333	28214	21529	6685	1.311	26900	1.049
	CAPT	006	.286	32667	26117	6550	1.251	32913	0.993
SUPC		064	1.00	25107	19745	5362	1.2716	25403	0.988
	LTJG	004	.063	14750	12000	2750	1.229	13889	1.062
	LT	004	.063	18750	15600	3150	1.202	17310	1.083
	LCDR	025	.391	22680	18384	4496	1.245	22481	1.018
	CCR	023	.359	27342	20874	6468	1.310	26900	1.017
	CAPT	008	.125	34000	26700	7300	1.273	32913	1.033

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
ANLS		C26	1.00	21648	19485	2163	1.111	25403	0.852
	LT	003	.115	15283	15133	0150	1.010	17310	0.883
	LCDR	010	.385	18800	18280	0520	1.028	22481	0.836
	CDR	012	.462	25750	20975	4775	1.228	26900	0.957
	CAPT	001	.038	20000	26700	-6700	0.749	32913	0.608
RDTE		C47	1.00	26285	21413	4872	1.228	25403	1.035
	LCCR	012	.255	21200	18583	2617	1.141	22481	0.943
	CDR	027	.575	25667	21233	4433	1.209	26900	0.954
	CAPT	008	.170	36000	26263	9737	1.371	32913	1.094
DSPM		C29	1.00	31828	23959	7869	1.328	25403	1.253
	LCDR	006	.207	22667	18800	3867	1.206	22481	1.008
	CDR	006	.207	31667	20717	10950	1.529	26900	1.177
	CAPT	016	.552	35125	26481	8644	1.326	32913	1.067
	FLAG	001	.034	35000	34000	1000	1.029	33444	1.047
ASPM		C23	1.00	28136	22000	6136	1.279	25403	1.108
	LCCR	006	.182	23833	18367	5466	1.298	22481	1.060
	CDR	017	.515	27471	20929	6542	1.313	26900	1.021
	CAPT	010	.303	31850	26000	5850	1.225	32913	0.968

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-EIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
DPSC		076	1.00	26329	20225	6104	1.302	25403	1.036
	LCDR	037	.487	22270	18515	3751	1.202	22481	0.991
	CCR	032	.421	25250	20781	8469	1.408	26900	1.087
	CAPT	007	.092	34425	26700	7725	1.289	32913	1.046
PERS		092	1.00	24035	21108	2927	1.139	25403	0.946
	LT	005	.054	18100	15600	2500	1.160	17310	1.046
	LCDR	032	.348	21742	18715	3023	1.162	22481	0.967
	CCR	038	.413	24303	21342	2961	1.139	26900	0.903
	CAPT	017	.185	29500	26700	2800	1.105	32913	0.896
PMCC		084	1.00	24744	20339	4405	1.217	25403	0.974
	LTJG	001	.012	15000	10900	4100	1.376	13889	1.080
	LT	002	.024	19000	15600	3400	1.218	17310	1.098
	LCDR	024	.286	21479	18367	3112	1.169	22481	0.955
	CCR	051	.607	25931	20747	5184	1.250	26900	0.964
	CAPT	005	.060	30500	26700	3800	1.142	32913	0.927
	FLAG	001	.012	35000	34000	1000	1.029	33444	1.047

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS									
BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
TRNG		052	1.00	19770	18598	1172	1.0620	25403	0.779
	LT	010	.192	14880	15040	-160	0.989	17310	0.860
	LCDR	024	.462	19552	18367	1185	1.065	22481	0.870
	CCR	017	.327	22353	20747	1606	1.077	26900	0.831
	CAPT	001	.019	30000	23200	6800	1.293	32913	0.911
FENG		026	1.00	25596	21038	4558	1.217	25403	1.008
	LCDR	008	.0308	23938	18475	5463	1.296	22481	1.065
	CCR	013	.500	25462	20349	5113	1.251	26900	0.944
	CAPT	005	.192	28600	26700	1900	1.071	32913	0.869
PWKC		022	1.00	27273	20800	6473	1.311	25403	1.074
	LCDR	007	.318	23429	18429	5000	1.271	22481	1.042
	CCR	011	.500	26182	20482	5700	1.278	26900	0.973
	CAPT	004	.182	37000	25825	11175	1.433	32913	1.124
WENG		041	1.00	26542	20737	5805	1.280	25403	1.045
	LT	002	.049	13500	15600	-2100	0.865	17310	0.780
	LCDR	015	.366	24013	18627	5386	1.290	22481	1.068
	CCR	017	.415	25765	20747	5017	1.242	26900	0.958
	CAPT	007	.170	37571	26700	10871	1.407	32913	1.142

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-EIL	\$	DIFF	F/M RATIO	FFP-S	B/S RATIO
PRJC		067	1.00	25516	19367	6149		1.318	25403	1.004
	LTJG	0C1	.015	17000	10900	6100		1.560	13889	1.224
	LT	0C2	.030	20000	15600	4400		1.282	17310	1.155
	LCDR	043	.642	24805	18377	6428		1.350	22481	1.103
	CDR	017	.254	26471	21294	5177		1.243	26900	0.984
	CAPT	004	.060	34000	25825	8175		1.317	32912	1.033
NPRC		020	1.00	27950	21925	6025		1.275	25403	1.100
	LCDR	0C5	.250	27000	18800	8200		1.436	22481	1.201
	CDR	011	.550	27090	21609	5481		1.254	26900	1.007
	CAPT	004	.200	31500	26700	4800		1.180	32913	0.957
NAVE		083	1.00	25108	19907	5201		1.261	25403	0.988
	LT	006	.072	18583	15123	3460		1.228	17310	1.074
	LCDR	039	.470	23846	18467	5379		1.291	22481	1.061
	CDR	050	.362	26933	20923	6010		1.287	26900	1.001
	CAPT	008	.096	29313	26700	2613		1.098	32913	0.891

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
AVEC		054	1.00	26852	20626	6226	1.302	25403	1.057
	LT	001	.019	12000	15600	-3600	0.769	17310	0.693
	LCDR	022	.407	22773	18682	4091	1.219	22481	1.013
	CER	025	.463	29240	21220	8020	1.378	26900	1.087
	CAPT	006	.111	34323	26117	8206	1.314	32913	1.043
AVMC		033	1.00	26151	20206	5945	1.294	25403	1.029
	LT	002	.061	15000	15600	-600	0.962	17310	0.867
	LCDR	009	.273	22998	18800	4198	1.223	22481	1.023
	CER	021	.636	27905	20938	6967	1.333	26900	1.037
	CAPT	001	.030	40000	26700	13300	1.498	32913	1.215
AGSS		021	1.00	24119	20205	3914	1.194	25403	0.949
	LCDR	011	.524	21546	18800	2746	1.146	22481	0.958
	CER	010	.476	26950	21750	5200	1.239	26900	1.002
AGSA		071	1.00	24426	18531	5895	1.318	25403	0.962
	LT	016	.225	18156	15775	2381	1.151	17310	1.049
	LCDR	027	.380	23333	18319	5014	1.274	22481	1.038
	CER	028	.394	29063	20311	8752	1.587	26900	1.080

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
CCAV		044	1.00	34161	20622	13539	1.656	25403	1.345
	CDR	044	1.00	34161	20622	13539	1.656	26900	1.270
XGAV		044	1.00	28477	20522	7925	1.386	25403	1.121
	CDR	044	1.00	28477	20522	7925	1.386	26900	1.059
MECC		041	1.00	19011	18559	452	1.024	25403	0.748
	LT	009	.220	17556	15444	2112	1.137	17310	1.014
	LCDR	025	.610	19178	18529	649	1.035	22481	0.853
	CER	005	.122	18400	21440	-3040	0.858	26900	0.684
	CAPT	002	.049	25000	24950	50	1.002	32913	0.760
CCSC		041	1.00	31768	22929	8839	1.385	25403	1.251
	LCDR	010	.244	25200	18600	6400	1.340	22481	1.121
	CER	013	.317	29731	21154	8577	1.405	26900	1.105
	CAPT	018	.439	36889	26506	10383	1.392	32913	1.121
ADVR		022	1.00	23546	18636	4910	1.262	25403	0.927
	LT	001	.046	16000	15600	400	1.025	17310	0.924
	LCDR	012	.542	22250	17717	4533	1.292	22481	1.256
	CER	009	.409	26119	20200	5919	1.292	26900	0.971

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS									
BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
LCGI		077	1.00	26925	21438	5487	1.256	25403	1.060
	LTJG	001	.013	20000	10900	9100	1.835	13885	1.440
	LCDR	013	.169	27269	17800	9469	1.532	22481	1.213
	CER	044	.571	25425	20639	4786	1.232	26900	0.949
	CAPT	019	.247	30526	26332	4194	1.159	32912	0.927
SCAC		033	1.00	23023	21473	1550	1.072	25403	0.906
	LCDR	006	.182	18667	18800	-133	0.992	22481	0.830
	CER	023	.697	24380	21413	2967	1.139	26900	0.906
	CAPT	044	.121	21750	25825	-4075	0.842	32913	0.661
		053	1.00	25320	20387	4943	1.242	25413	0.997
SMTL	LT	004	.076	18750	15950	2800	1.176	17310	1.083
	LCDR	021	.296	20690	18429	2261	1.123	22481	0.920
	CER	021	.390	28571	21086	7485	1.355	26900	1.062
	CAPT	007	.132	33286	26700	6586	1.247	32913	1.011

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
SCPS		240	1.00	25788	21604	4184	1.194	25403	1.015
	LT	004	.017	20250	14900	5350	1.359	17310	1.170
	LCDR	058	.242	22693	18531	4162	1.225	22481	1.009
	CER	126	.525	25167	21061	4106	1.195	26900	0.936
	CAPT	047	.196	30979	26104	4875	1.187	32913	0.941
SRTR		033	1.00	25849	21579	4270	1.198	25403	1.018
	LT	001	.030	17000	17000	0000	1.000	17310	0.982
	LCDR	007	.212	22429	18429	4000	1.217	22481	0.998
	CER	015	.455	26267	20407	5860	1.287	26900	0.976
	CAPT	010	.303	28500	26000	2500	1.096	32913	0.866
ANCC		051	1.00	23922	19808	4114	1.208	25403	0.942
	LT	006	.118	20000	15600	4400	1.282	17310	1.155
	LCDR	018	.353	21250	17789	3461	1.195	22481	0.945
	CER	021	.412	26405	20938	5467	1.261	26900	0.982
	CAPT	006	.118	27167	26117	1050	1.038	32913	0.825
TYCC		012	1.00	37292	25617	11675	1.456	25403	1.468
	CER	002	.167	30000	20200	9800	1.485	26900	1.115
	CAPT	010	.833	38750	26700	12050	1.451	32913	1.177

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
DCCP		052	1.00	18769	17685	1084	1.061	25403	0.739
	LTJG	001	.019	9000	10900	-1900	0.826	13889	0.648
	LT	018	.346	16056	15522	584	1.034	17310	0.928
	LCDR	024	.462	20208	18258	1950	1.107	22481	0.899
	CLR	009	.173	21444	21233	211	1.010	26900	0.797
CCAF		181	1.00	30007	21766	8241	1.379	25403	1.181
	LT	006	.033	19917	15600	4317	1.277	17310	1.151
	LCDR	036	.199	25736	18511	7225	1.390	22481	1.145
	CER	084	.464	29324	20495	8829	1.431	26900	1.090
	CAPT	055	.304	34946	26509	8437	1.318	32913	1.062
XCAF		152	1.00	24684	19032	5651	1.297	25403	0.9717
	LT	006	.040	18750	15600	3150	1.202	17310	1.081
	LCDR	113	.776	23614	18558	5056	1.272	22481	1.050
	CER	026	.171	29731	21392	8339	1.390	26900	1.105
	CAPT	002	.013	40000	26700	13300	1.500	32913	1.215

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ CIFF	F/M RATIO	FFP-S	B/S RATIO
DCWP		027	1.00	19500	16270	3230	1.199	25403	0.768
	LTJG	003	.111	13333	10900	2433	1.223	13889	0.960
	LT	007	.259	16071	14600	1471	1.101	17310	0.928
	LCCR	015	.556	22200	17760	4440	1.250	22481	0.988
	CCR	002	.074	20500	19000	1500	1.079	26900	0.762
WEPA		025	1.00	22920	18424	4496	1.244	25403	0.902
	LT	006	.240	17750	15600	2150	1.128	17310	1.025
	LCCR	009	.360	22889	17644	5245	1.297	22481	1.018
	CCR	010	.400	26050	20820	5230	1.251	26900	0.968
CPSA		101	1.00	21414	18555	2859	1.154	25403	0.843
	LT	015	.149	15100	15413	-313	0.980	17310	0.872
	LCCR	053	.525	21128	18113	3015	1.166	22481	0.940
	CCR	033	.327	24742	20691	4051	1.196	26900	0.920
DCEG		057	1.00	18754	15684	3070	1.196	25403	0.738
	LTJG	004	.070	12250	10900	1350	1.124	13889	0.882
	LT	032	.561	17300	14594	2706	1.185	17310	0.999
	LCCR	018	.316	21361	17923	3428	1.191	22481	0.950
	CCR	003	.053	27293	20200	7093	1.251	26900	1.015

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
ENGA		043	1.00	24361	17758	6603	1.372	25403	0.957
	LT	011	.256	18727	15600	3127	1.200	17310	1.082
	LCDR	024	.558	23396	17922	5463	1.205	22481	1.041
	CDR	008	.186	35000	20200	14800	1.722	26900	1.301
FOPS		020	1.00	24600	20855	3745	1.180	25403	0.968
	LTJG	001	.050	15000	13100	1900	1.145	13889	1.080
	LCDR	006	.300	21833	18367	3466	1.189	22481	0.971
	CDR	011	.550	27182	22172	5009	1.226	26900	1.010
	CAPT	002	.100	22500	24950	-1450	0.942	32913	0.714
GICS		061	1.00	23378	19957	3421	1.171	25403	0.920
	LT	001	.016	12000	15600	-3600	0.769	17310	0.693
	LCDR	029	.475	21002	18621	2381	1.128	22481	0.934
	CDR	026	.426	22981	20319	2662	1.131	26900	0.854
	CAPT	005	.082	41500	26700	14800	1.554	32913	1.261
CCSA		039	1.00	36231	25295	10936	1.432	25403	1.426
	LCDR	002	.051	20750	18900	1850	1.104	22481	0.923
	CDR	006	.154	38417	20200	18217	1.902	26900	1.428
	CAPT	031	.759	36807	26700	10107	1.379	32913	1.118

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
XCSA		028	1.00	29054	22836	6218	1.2723	25403	1.144
	LCDR	005	.179	22000	18800	3200	1.170	22481	0.979
	CDR	012	.429	27875	20975	6900	1.329	26900	1.036
	CAPT	011	.392	33546	26700	6846	1.256	32913	1.019
SCOM		065	1.00	24792	21575	3217	1.149	25403	0.976
	LT	001	.015	23000	17000	6000	1.353	17310	1.329
	LCDR	025	.385	21890	18696	3194	1.171	22481	0.974
	CDR	022	.339	24396	20764	3632	1.175	26900	0.907
	CAPT	016	.246	29281	26700	2581	1.097	32913	0.890
	FLAG	001	.015	36000	34000	2000	1.059	33444	1.076
CCMA		014	1.00	19228	17321	1907	1.110	25403	0.757
	LTJG	001	.071	9000	10900	-1900	0.826	13889	0.648
	LT	002	.143	12500	14900	-2400	0.839	17310	0.722
	LCDR	009	.643	20577	17933	2644	1.147	22481	0.915
	CDR	002	.143	25000	20200	4800	1.238	26900	0.929

TABLE 1 (CONT'D)

FELTFAIR PAY AND ACTUAL PAY COMPARISONS BY BILLET AND BY RANK WITHIN BILLETS

BIL	RANK	N	PCT	FFP-BIL	MILPAY-BIL	\$ DIFF	F/M RATIO	FFP-S	B/S RATIO
INTL		033	1.00	22515	21509	1006	1.047	25403	0.886
	LT	001	.030	16000	17000	-1000	0.941	17310	0.924
	LCDR	008	.242	21938	18800	3138	1.161	22481	0.976
	CDR	011	.546	22528	21232	1295	1.061	26900	0.837
ADPC	CAPT	006	.182	24323	26700	-2367	0.911	32913	0.739
		058	1.00	22922	19793	3129	1.158	25403	0.902
	LT	004	.069	15250	14550	700	1.048	17310	0.881
	LCDR	027	.465	19926	18511	1415	1.076	22481	0.886
AIDE	CDR	023	.397	26848	21008	5840	1.278	26900	0.998
	CAPT	004	.069	28250	26700	1550	1.058	22913	0.858
		029	1.00	23983	20128	3855	1.192	25403	0.944
	LT	001	.035	16000	15600	400	1.026	17310	0.924
	LCDR	017	.586	23323	18035	5288	1.292	22481	1.037
	CDR	005	.172	21200	20200	1000	1.050	26900	0.788
	CAPT	005	.172	29400	25300	4100	1.162	32513	0.893
	FLAG	001	.035	30000	34000	-4000	0.882	33444	0.897

TABLE 2

PEARSON CORRELATION COEFFICIENTS BY BILLET

BILLET	RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY	YRSVC WITH FAIRPAY	YRSVC WITH MILPAY	ECLVL WITH FAIRPAY	EDLVL WITH MILPAY
SAMPLE	.4877	.9130	.4103	.8085	.4029	.8828	.C100	.0757-
TYCG	.3806	.99.00	.4021	.7570	.2806	.99.00	.4352	.2582
COSA	.1557	.9634	.1718	.6526	.0763	.9952	.0725	.1266-
CCAV	.99.00	.99.00	.0153-	.4259	.0595-	.99.00	.0458	.0433
DSPM	.5438	.9448	.5242	.7914	.4775	.9028	.4512	.1001
CCSC	.4593	.9581	.3412	.8236	.4061	.9355	.2865-	.0306
CCAF	.4182	.9184	.3575	.8160	.2597	.9407	.0151	.1249-
XOSA	.4675	.9299	.4544	.5467	.4983	.9442	.2873-	.3824-
XCAV	.99.00	.99.00	.0750	.5276	.1966-	.99.00	.0104	.0230-
ASPM	.4181	.8864	.6182	.7392	.5052	.8987	.1160	.0458-
NPRC	.2749	.8973	.4684	.7404	.2404	.9026	.2135	.0908
PWKC	.6080	.8774	.5274	.8012	.6480	.9005	.99.00	.99.00
PCMT	.6853	.9505	.6067	.8948	.5835	.8970	.2787	.2189
LCGI	.1650	.9096	.0137-	.7586	.0874	.9012	.2798	.2100
AVEC	.4723	.8618	.3588	.7226	.1493	.8897	.1093	.1707
WENG	.5460	.9143	.5979	.6833	.5126	.8380	.0560-	.1103-
CCMF	.4088	.8949	.4954	.7749	.2424	.8599	.0700	.1539-
DPSC	.6771	.8711	.4157	.7081	.3954	.9115	.0613	.1125-

TABLE 2 (CONT'D)

PEARSON CORRELATION COEFFICIENTS BY BILLET

BILLET	RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY	YRSVC WITH FAIRPAY	YRSVC WITH MILPAY	ECLVL WITH FAIRPAY	ECLVL WITH MILPAY
RDE	.6799	.8652	.4561	.7646	.4503	.8423	.4425	.3544
AVMC	.4753	.8195	.3001	.8298	.1992	.8871	.2024	.0620
SRTR	.4362	.8921	.2040	.6879	.1039	.8058	.0381	.0649-
SCPS	.3827	.8962	.2838	.7426	.2090	.8290	.0020	.0821
FENG	.2573	.9004	.0759	.7934	.1846	.9454	.1269-	.1721-
PRJC	.3860	.8934	.2747	.6824	.2985	.8443	.1085-	.3030-
SMTL	.6349	.9072	.6009	.7832	.5526	.9240	.0002-	.2039
NAVE	.3880	.9078	.3849	.7462	.2668	.8926	.0016	.1690-
SUPC	.5168	.9333	.4206	.8541	.4256	.9082	.0147	.1023-
SCCM	.4559	.9302	.4566	.7496	.2924	.8501	.0734	.0476-
PMCD	.3996	.8732	.2937	.6644	.2805	.8676	.1063-	.0777-
XCAF	.3345	.8487	.2806	.7035	.2554	.9086	.1591-	.0382-
FCPS	.3891	.8913	.2601	.8345	.2859	.9222	.0221	.3406-
AGSA	.3636	.9139	.2781	.8267	.2593	.8845	.0144-	.2326-
ENGA	.7253	.8448	.5940	.7562	.5901	.8911	.0590-	.1895-
AGSS	.3106	.8093	.2779	.7308	.5327	.9505	.0841	.1877-
PERS	.4173	.9275	.2991	.7856	.2146	.8705	.1302	.0281
AICE	.2907	.9157	.4172	.8234	.2246	.8578	.1818-	.0722

TABLE 2 (CONT'D)

PEARSON CORRELATION COEFFICIENTS BY BILLET

BILLET	RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY	YRSVC WITH FAIRPAY	YRSVC WITH MILPAY	EDLVL WITH FAIRPAY	EDLVL WITH MILPAY
ANCC	.4718	.8950	.4765	.8499	.4852	.9070	.1506-	.2502-
ADVR	.4093	.8221	.2220	.6533	.4600	.8128	.2079	.2444-
CICS	.5586	.8703	.5300	.7923	.4718	.7484	.1656	.1548
SCAC	.1594	.7920	.1355-	.4661	.2302	.8653	.1512	.2783
ADPO	.6018	.8991	.4735	.7794	.4364	.8577	.1043-	.2071-
WEPA	.5175	.8786	.1459	.8764	.1097	.9751	.0201-	.5826-
INTL	.2033	.8822	.0736-	.8327	.2352	.9051	.1247	.1257-
ANLS	.5424	.8836	.3435	.8026	.2988	.9338	.2516-	.0003
CPSA	.4753	.8366	.3651	.7928	.2591	.9250	.1372-	.3213-
TRNG	.4489	.8980	.2928	.8093	.2429	.9017	.0468-	.3420-
DOWP	.3947	.8950	.5721	.9087	.5296	.9828	.4081-	.4976-
CCMA	.8151	.9028	.7459	.9115	.7817	.9361	.4951-	.7518-
MECC	.1978	.9213	.1934	.7807	.1686	.8405	.0998-	.1666-
DCCF	.4892	.8998	.5684	.8321	.5350	.9337	.1716-	.0967-
DCEG	.5686	.9310	.4642	.8754	.5217	.0977	.1731-	.0478-

APPENDIX C: RANK ORDER OF BILLETS
USING FELT FAIR PAY AS THE RANKING CRITERION

The tables presented in this appendix are included to indicate the results achieved when billets are listed in rank order using Felt Fair Pay as the criterion for structuring the list of billets.

Table 1 shows the billet rank order when the billets are ranked using mean Felt Fair Pay as the rank order factor. The F/M RATIO column also shows the percentage difference between mean Felt Fair Pay and actual pay computed for that category; N shows the number of officers in that billet and the F/M RANK shows the rank order of the particular billet if the billets were ranked according to the ratio of Felt Fair Pay to actual pay.

Table 2 is the rank order listing of all fifty billet categories, using the F/M RATIO as the rank order factor. In this table, the figure appearing in the FFP RANK column indicates the position of the billet as established by mean Felt Fair Pay and shown in Table 1.

Tables 3 through 8 reflect the rank orderings of billets as computed for each officer grade, from Flag rank through Lieutenant (junior grade). A brief description of each sub-population is given in the table headings and the rank order factor used in all cases is mean Felt Fair Pay for the particular grade levels serving in the indicated billets.

TABLE 3

BILLET RANK ORDER BY MEAN FELTFAIR PAY FOR BILLET SAMPLE

RANK ORDER FACTOR: MEAN FELTFAIR PAY FOR EACH BILLET

SAMPLE SIZE: 2679 RESPONDEES, 50 BILLETS

MEAN SAMPLE FELTFAIR PAY: \$25404.248

MEAN SAMPLE MILPAY: \$20357.922

SAMPLE FAIRPAY/MILPAY RATIO: 1.248

RANK	BILLET	MEAN FELTFAIR PAY	F/M RATIO	N	F/M RANK
01	TYCO	37292	1.456	012	02
02	CCSA	36261	1.432	039	03
03	CCAV	34161	1.656	044	01
04	DSPM	31828	1.328	029	08
05	CCSC	31768	1.385	041	05
06	CCAF	30007	1.379	181	06
07	XCSA	29054	1.2723	028	19
08	XCAV	28477	1.386	044	04
09	ASPM	28136	1.279	033	17
10	NPRO	27950	1.275	020	18
11	FWKO	27273	1.311	022	11
12	FCMT	27119	1.266	021	21
13	LCGI	26925	1.256	077	24
14	AVEO	26852	1.3018	054	12
15	WENG	26542	1.280	041	16
16	CCMP	26366	1.249	041	25
17	DPSO	26329	1.3017	076	13
18	RDTE	26285	1.228	047	28
19	AVMO	26151	1.294	033	15
20	SRTR	25849	1.198	033	33
21	SCPS	25788	1.19367	240	36
22	FENG	25596	1.2168	026	29
23	FRJG	25516	1.3175	067	10
24	SMTL	25330	1.242	052	27
25	NAVE	25108	1.261	082	23

TABLE 3 (CONT'D)

RANK	BILLET	MEAN FELTFAIR PAY	F/M RATIO	N	F/M RNK
26	SLFO	25107	1.2716	064	20
27	SCCM	24792	1.149	065	42
28	PMCD	24744	1.2166	084	30
29	XCAF	24684	1.297	152	14
30	FCPS	24600	1.180	020	38
31	AGSA	24426	1.318	071	09
32	ENGA	24361	1.372	043	07
33	AGSS	24119	1.194	021	35
34	PERS	24035	1.139	092	43
35	AIDE	23983	1.192	029	37
36	ANCO	23922	1.208	051	31
37	ADVR	23546	1.263	022	22
38	CICS	23378	1.171	061	39
39	SCAC	23023	1.072	033	46
40	ADPO	22922	1.158	058	40
41	WEPA	22920	1.244	025	26
42	INTL	22515	1.047	033	49
43	ANLS	21648	1.111	026	44
44	CPSA	21414	1.154	101	41
45	TRNG	19770	1.063	052	47
46	DCWP	19500	1.199	027	32
47	CCMA	19228	1.110	014	45
48	MECC	19011	1.024	041	50
49	CCCCP	18769	1.061	052	48
50	DCEG	18754	1.196	057	34

TABLE 4

BILLET RANK ORDER BY FELTFAIR TO MILPAY RATIO FOR SAMPLE

RANK ORDER FACTOR: FELTFAIR TO MILPAY RATIO FOR EACH BILLET

SAMPLE SIZE: 2679 RESPONDEES, 50 BILLETS

MEAN SAMPLE FELTFAIR PAY: \$25404.248

MEAN SAMPLE MILPAY: \$20357.922

SAMPLE FAIRPAY/MILPAY RATIO: 1.248

RANK	BILLET	F/M RATIO	MEAN FFP	MEAN MIL	N	FFP RNK
01	CCAV	1.656	34161	20623	044	03
02	TYCO	1.456	37292	25617	012	01
03	CCSA	1.432	36231	25295	039	02
04	XCAV	1.386	28477	20552	044	08
05	CCSO	1.385	31768	22929	041	05
06	CCAF	1.379	30007	21766	181	06
07	ENGA	1.372	24361	17758	043	32
08	DSPM	1.328	31828	23959	029	04
09	AGSA	1.318	24426	18531	071	31
10	FRJC	1.3175	25516	19367	067	23
11	PWKO	1.311	27273	20800	022	11
12	AVED	1.3018	26852	20626	054	14
13	DPSO	1.3017	26329	20225	076	17
14	XCAF	1.297	24684	19033	152	29
15	AVMO	1.294	26151	20206	033	19
16	WENG	1.280	26542	20737	041	15
17	ASPM	1.279	28136	22000	033	09
18	NFRD	1.275	27950	21925	020	10
19	XCSA	1.2723	29054	22836	028	07
20	SLPO	1.2716	25107	19745	064	26
21	FCMT	1.266	27119	21424	021	12
22	ADVR	1.263	23546	18636	022	37
23	NAVE	1.261	25108	19907	083	25
24	LCGI	1.256	26925	21438	077	13
25	CCMP	1.249	26366	21112	041	16

TABLE 4 (CONT'D)

RANK	BILLET	F/M RATIO	MEAN FFP	MEAN MIL	N	FFP RNK
26	WEPA	1.244	22920	18424	025	41
27	SMTL	1.242	25330	20387	053	24
28	RCTE	1.228	26285	21413	047	18
29	FENG	1.2168	25596	21039	026	22
30	PMCD	1.2166	24744	20339	084	28
31	ANCO	1.208	23922	19808	051	36
32	DCWP	1.199	19500	16270	027	46
33	SRTR	1.198	25849	21579	033	20
34	DCEG	1.196	18754	15684	057	50
35	AGSS	1.19371	24119	20205	021	33
36	SCPS	1.19367	25788	21604	240	21
37	AIDE	1.192	23983	20128	029	35
38	FCPS	1.180	24600	20855	020	30
39	CICS	1.171	23378	19957	061	38
40	ADPO	1.158	22922	19793	058	40
41	CPSA	1.154	21414	18555	101	44
42	SCGM	1.149	24792	21575	065	27
43	PERS	1.139	24035	21108	092	34
44	ANLS	1.111	21648	19485	026	42
45	CCMA	1.110	19228	17321	014	47
46	SCAC	1.072	23023	21473	033	32
47	TRNG	1.063	19770	18598	052	45
48	CCOP	1.061	18769	17685	052	49
49	INTL	1.047	22515	21509	033	42
50	MECC	1.024	19011	18559	041	48

TABLE 5

BILLET RANK ORDER, FLAG OFFICERS

RANK ORDER FACTOR: MEAN FELTFAIR PAY WITHIN EACH BILLET

SAMPLE SIZE: 09 FLAG OFFICERS

MEAN FLAG OFFICER FELTFAIR PAY: \$33444.441

MEAN FLAG OFFICER MILPAY: \$34000.000

FLAG OFFICER FAIRPAY/MILPAY RATIO: 0.984

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
01	SCCM	001	36000	34000	1.059
02	DSPM	001	35000	34000	1.029
02	PMCD	001	35000	34000	1.029
03	SCPS	005	33000	34000	0.971
04	AIDE	001	30000	34000	0.882

TABLE 6

BILLET RANK ORDER, CAPTAINS

RANK ORDER FACTOR: MEAN FELTFAIR PAY WITHIN EACH BILLET

SAMPLE SIZE: 385 CAPTAINS

MEAN CAPTAIN FELTFAIR PAY: \$32912.984

MEAN CAPTAIN MILPAY: \$26418.180

CAPTAIN FAIRPAY/MILPAY RATIO: 1.246

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
C1	CICS	005	41500	26700	1.554
C2	XCAF	002	40000	26700	1.498
C2	AVMO	001	40000	26200	1.498
C3	TYCO	010	38750	26700	1.451
04	WENG	007	37571	26700	1.407
05	PKKO	004	37000	25825	1.433
C6	CCSO	018	36889	26506	1.392
07	CCSA	031	36807	26700	1.379
C8	RDTE	008	36000	26263	1.371
09	CCMP	007	35286	26700	1.322
10	DSPM	016	35125	26481	1.326
11	CCAF	055	34946	26509	1.318
12	DPSO	007	34429	26700	1.289
13	AVEO	006	34333	26117	1.315
14	FRJO	004	34000	25825	1.317
15	SLPO	008	34000	26700	1.273
16	XCSA	011	33546	26700	1.256
17	SMTL	007	33285	26700	1.247
18	FCMT	006	32667	26117	1.251
19	ASPM	010	31850	26000	1.225
20	NPRO	004	31500	26700	1.180
21	SCPS	047	30978	26104	1.188
22	LCGI	019	30526	26332	1.159
23	PMCD	005	30500	26700	1.143
24	TRNG	001	30000	23200	1.293

TABLE 6 (CONT'D)

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
25	FERS	017	29500	26700	1.105
26	AIDE	005	24900	25300	1.169
27	NAVE	008	29313	26700	1.099
28	SCCM	016	29281	26700	1.097
29	FENG	005	28600	26700	1.071
30	SRTR	010	28500	26000	1.096
31	ADPO	004	28250	26700	1.058
32	ANCO	006	27167	26117	1.038
33	AGSS	010	26950	21750	1.239
34	MECC	002	25000	24950	1.002
35	INTL	006	24333	26700	0.911
36	FCPS	002	23500	24950	0.942
37	XCSEA	004	21750	25825	0.842
38	ANLS	001	20000	26700	0.749

TABLE 7

BILLET RANK ORDER, COMMANDERS

RANK ORDER FACTOR: MEAN FELTFAIR PAY WITHIN EACH BILLET

SAMPLE SIZE: 1099 COMMANDERS

MEAN COMMANDER FELTFAIR PAY: \$26901.211

MEAN COMMANDER MILPAY: \$20876.648

COMMANDER FAIRPAY/MILPAY RATIO: 1.289

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
01	CCSA	006	38417	20200	1.902
02	ENGA	008	35000	20200	1.733
03	CCAV	044	34161	20623	1.656
04	DSPM	006	31667	20717	1.529
05	TYCO	002	30000	20200	1.485
06	CCSC	010	29731	18800	1.340
07	XCAF	026	29731	21392	1.390
08	CCAF	084	29324	20495	1.431
09	CFSC	032	29250	20781	1.408
10	AVEG	025	29240	21200	1.378
11	AGSA	028	29063	20311	1.587
12	SMTL	021	28571	21086	1.355
13	XCAV	044	28477	20552	1.386
14	FCMT	007	28214	21529	1.311
15	AVMO	017	27905	20938	1.333
16	XCSA	012	27875	20975	1.329
17	ASPM	017	27470	20929	1.313
18	ANLS	012	27342	20975	1.228
19	DCEG	003	27293	20200	1.351
20	FCPS	011	27182	22173	1.226
21	NFRG	011	27090	21609	1.254
22	AGSS	010	26950	21750	1.239
23	NAVE	030	26933	20923	1.287
24	ACPD	023	26848	21009	1.278
25	PRJO	017	26471	21294	1.243

TABLE 7 (CONT'D)

RANK	EILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
26	ANCC	021	26405	20938	1.261
27	SRTR	015	26267	20407	1.287
28	FWKO	011	26182	20482	1.278
29	ADVR	009	26111	20200	1.293
30	WEPA	010	26050	20820	1.251
31	PMCD	051	25931	20747	1.250
32	WENG	017	25765	20747	1.242
33	ANLS	012	25750	20975	1.228
34	CCMP	019	25737	21342	1.206
35	RDTE	027	25667	21233	1.209
36	FENG	013	25466	20349	1.251
37	LCGI	044	25425	20639	1.232
38	SCPS	126	25167	21061	1.195
39	CCMA	002	25000	20200	1.238
40	CPSA	033	24742	20691	1.196
41	SCCM	022	24396	20764	1.175
42	SCAC	023	24380	21413	1.139
43	PERS	038	24303	21342	1.139
44	CICS	026	22981	20319	1.131
45	SCCM	022	22528	20764	1.175
46	TRNG	017	22353	20747	1.077
47	DCCP	009	21444	21233	1.010
48	AIDE	005	21200	20200	1.050
49	CCWP	002	20500	19000	1.079
50	MECC	005	18400	21440	0.858

TABLE 8

BILLET RANK CRDER, LIEUTENANT COMMANDERS

RANK CRDER FACTOR: MEAN FELTFAIR PAY WITHIN EACH BILLET

SAMPLE SIZE: 977 LIEUTENANT COMMANDERS

MEAN LIEUTENANT COMMANDER FELTFAIR PAY: \$22482.047

MEAN LIEUTENANT COMMANDER MILPAY: \$18411.461

LIEUTENANT COMMANDER FAIRPAY/MILPAY RATIO: 1.221

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
01	LCGI	013	27269	17800	1.532
02	NPRO	005	27000	18800	1.436
03	CCAF	036	25736	18511	1.390
04	CCSO	010	25200	18800	1.340
05	PRJO	043	24805	18377	1.350
06	WENG	015	24013	18627	1.290
07	FENG	008	23938	18475	1.296
08	NAVE	039	23846	18467	1.291
09	ASPM	006	23833	18367	1.298
10	XCAF	118	23614	18558	1.272
11	FWKO	007	23429	18429	1.271
12	ENGA	024	23396	17933	1.305
13	AGSA	027	23333	18319	1.274
14	AIDE	017	23324	18035	1.293
15	AVMC	009	22998	18800	1.223
16	WEPA	009	22889	17644	1.297
17	SUPO	025	22880	18384	1.245
18	AVEO	022	22773	18682	1.219
19	FCMT	007	22714	18800	1.208
20	SCPS	058	22693	18531	1.225
21	CSFM	006	22667	18800	1.206
22	CCMP	013	22615	18400	1.229
23	SRTR	007	22429	18429	1.217
24	DFSO	037	22270	18519	1.202
25	ADVR	012	22250	17717	1.293

TABLE 8 (CONT'D)

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
26	CCWP	015	22200	17760	1.250
27	XCSA	005	22000	18800	1.170
28	INTL	008	21938	18800	1.167
29	SCCM	025	21890	18696	1.171
30	FCPS	006	21833	18367	1.189
31	PERS	032	21742	18719	1.162
32	AGSS	011	21546	18800	1.146
33	FMCD	024	21479	18367	1.169
34	CCEG	018	21361	17933	1.191
35	ANCO	018	21250	17789	1.195
36	RDTE	012	21200	18538	1.141
37	CFSA	053	21128	18113	1.166
38	CICS	029	21002	18621	1.128
39	CCSA	002	20750	18800	1.104
40	SMTL	021	20691	18429	1.123
41	CCMA	009	20577	17933	1.147
42	CCCP	024	20208	18258	1.107
43	ADPO	027	19926	18511	1.076
44	TRNG	024	19552	18367	1.065
45	MECC	025	19178	18529	1.035
46	ANLS	010	18800	18280	1.028
47	SCAC	006	18667	18800	0.993

TABLE 9

BILLET RANK ORDER, LIEUTENANTS

RANK ORDER FACTOR: MEAN FELTFAIR PAY WITHIN EACH BILLET

SAMPLE SIZE: 191 LIEUTENANTS

MEAN LIEUTENANT FELTFAIR PAY: \$17310.207

MEAN LIEUTENANT MILPAY: \$15328.739

LIEUTENANT FAIRPAY/MILPAY RATIO: 1.129

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
01	CCMP	002	25500	17000	1.500
02	SCCM	001	23000	17000	1.353
03	SCPS	004	20250	14900	1.359
04	PRJO	002	20000	15600	1.282
04	ANCO	006	20000	15600	1.282
05	COAF	006	19917	15600	1.277
06	PMCD	002	19000	15600	1.218
07	SUPD	004	18750	15600	1.202
07	XCAF	006	18750	15600	1.202
08	SMTL	004	18750	15950	1.176
09	ENGA	011	18727	15600	1.200
10	NAVE	006	18538	15133	1.228
11	AGSA	016	18156	15775	1.151
12	PERS	005	18100	15600	1.160
13	WEPA	006	17750	15600	1.138
14	MECC	009	17556	15444	1.137
15	DCEG	032	17300	14594	1.185
16	SRTR	001	17000	17000	1.000
17	CDWP	007	16071	14600	1.101
18	DCCP	018	16056	15522	1.034
19	AIDE	001	16000	15600	1.026
20	ADVR	001	16000	15600	1.025
21	INTL	001	16000	17000	0.941
22	ANLS	003	15283	15133	1.010
23	ADFC	004	15250	14550	1.048

TABLE 9 (CONT'D)

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
24	CPSA	015	15100	15413	0.980
25	AVEO	002	15000	15600	0.962
26	TRNG	010	14880	15040	0.989
27	WENG	002	13500	15600	0.865
28	CCMA	002	12500	14900	0.839
29	AVEO	001	12000	15600	0.769
29	CICS	001	12000	15600	0.769

TABLE 10

BILLET RANK ORDER, LIEUTENANTS (JUNIOR GRADE)

RANK ORDER FACTOR: MEAN FELTFAIR PAY WITHIN EACH BILLET

SAMPLE SIZE: 018 LIEUTENANTS (JUNIOR GRADE)

MEAN LIEUTENANT (JUNIOR GRADE) FELTFAIR PAY: \$13888.887

MEAN LIEUTENANT (JUNIOR GRADE) MILPAY: \$11266.664

LIEUTENANT (JUNIOR GRADE) FAIRPAY/MILPAY RATIO: 1.233

RANK	BILLET	N	MEAN FAIRPAY	MEAN MILPAY	F/M RATIO
01	LCGI	001	20000	10900	1.835
02	FCMT	001	17000	10900	1.560
02	FRJO	001	17000	10900	1.560
03	PMCD	001	15000	10900	1.376
04	FCPS	001	15000	13100	1.145
05	SLPO	004	14750	12000	1.229
06	CCWP	003	13333	10900	1.223
07	DCEG	004	12250	10900	1.124
08	CCCP	001	9000	10900	0.826
08	CCMA	001	9000	10900	0.826

08/12/73

STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES, VERSION OF 02/01/72

RUN NAME
GET FILE
PROCESS SBFILESALL
CODEBOOK ALL
OPTIONS 4
STATISTICS ALL

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73)
SUBFILE COMPI050
TRNG3200
AGSA865C
SRTR9067
ENGA9362

SURVEY OF PERCEIVED
ANLS2085
WENG6000
MEOC8715
DOOP9220
COOSA9436

FAIR AND ADEQUATE OFFICER PAY
DSFM2160
NPRC8914
ADV9020
XCAF9228
SCOM9500

08/12/73

PERS260C
AVMC8100
SMTL9063
OPSA9274
ADPO9700

PMCD3000
AGSS8600
SCPS9C65
DOEG9310
AIDE9930

RESPONDEE BILLET CATEGORY

VARIABLE NOBC

VALUE LABEL

VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
1050.00	41	1.5	1.5	1.5
1400.00	21	0.8	0.8	2.3
1900.00	64	2.4	2.4	4.7
2085.00	26	1.0	1.0	5.7
2100.00	47	1.8	1.8	7.4
2160.00	28	1.0	1.0	8.5
2165.00	33	1.2	1.2	9.7
2170.00	76	2.8	2.8	12.5
2600.00	92	3.4	3.4	16.0
3000.00	84	3.1	3.1	19.1
3200.00	52	1.9	1.9	21.1
4200.00	26	1.0	1.0	22.0
4250.00	22	0.8	0.8	22.8
6000.00	41	1.5	1.5	24.4
6900.00	67	2.5	2.5	26.9
6914.00	20	0.7	0.7	27.6
7000.00	83	3.1	3.1	30.7
8000.00	55	2.1	2.1	32.8
8100.00	33	1.2	1.2	34.0
8600.00	21	0.8	0.8	34.8
8650.00	71	2.7	2.7	37.4

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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8670.00	44	1.6	39.1
8672.00	44	1.6	40.7
8715.00	41	1.5	42.3
9015.00	41	1.5	43.8
9020.00	22	0.8	44.6
9051.00	77	2.9	47.5
9060.00	33	1.2	48.7
9063.00	53	2.0	50.7
9065.00	240	9.0	59.6
9067.00	33	1.2	60.9
9085.00	51	1.9	62.8
9098.00	11	0.4	63.2
9220.00	53	2.0	65.2
9222.00	181	6.8	71.9
9223.00	152	5.7	77.6
9250.00	27	1.0	78.6
9258.00	25	0.9	79.5
9274.00	101	3.8	83.3
9310.00	57	2.1	85.4
9362.00	43	1.6	87.0
9400.00	20	0.7	87.8
9420.00	61	2.3	90.1
9421.00	39	1.5	91.5
9436.00	28	1.0	92.6
9500.00	65	2.4	95.0
9582.00	14	0.5	95.5
9600.00	33	1.2	96.8

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

PAGE 4

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9700.00	58	2.2	98.9
9930.00	29	1.1	100.0
TOTAL	2679	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

PAGE 5

08/12/73

PERS260C
AVMO8100
SMTL9063
OPSA9274
ADPO9700

PMCD3000
AGSS8600
SOBS9065
DEEG5310
AIDE5530

FAIR AND
DSPM2160
NPRC6914
ADVR9020
XCAF9229
SCCM9500

PERCEIVED
RDTE2100
PRJG6900
CJSC9015
COAF9222
XOSA5436

SURVEY OF
ANLS2085
WENG6000
MEOC8715
DOOP9220
COSA9421

DATE = 04/26/73
SUP01900
PWK04250
XOAV8672
TYCO9098
OICS9420

RESPONDEE
PCMT1400
FENG4200
COAV8670
ANCO9085
FOPS9400

FILE FELTFAIR (CREATION
SUBFILE COMPI050
TRNG3200
AGSA8650
SRT9067
ENGA9362

VARIABLE NCBC RESPONDEE BILLET CATEGORY

CODE

1050.00 ***** (41) 1.5 PCT

1400.00 ***** (21) 0.8 PCT

1900.00 ***** (64) 2.4 PCT

2085.00 ***** (26) 1.0 PCT

2100.00 ***** (47) 1.8 PCT

2160.00 ***** (28) 1.0 PCT

2165.00 ***** (33) 1.2 PCT

2170.00 ***** (76) 2.8 PCT

2600.00 ***** (92) 3.4 PCT

3000.00 ***** (84) 3.1 PCT

3200.00 ***** (52) 1.9 PCT

4200.00	***** (26)	1.0 PCT
4250.00	***** (22)	0.8 PCT
6000.00	***** (41)	1.5 PCT
6500.00	***** (67)	2.5 PCT
6914.00	***** (20)	0.7 PCT
7000.00	***** (83)	3.1 PCT
8000.00	***** (55)	2.1 PCT
8100.00	***** (33)	1.2 PCT
8600.00	***** (21)	0.8 PCT
8650.00	***** (71)	2.7 PCT
8670.00	***** (44)	1.6 PCT
8672.00	***** (44)	1.6 PCT
8715.00	***** (41)	1.5 PCT

9015.00	***** (41) 1.5 PCT	
9020.00	***** (22) 0.8 PCT	
9051.00	***** (77) 2.9 PCT	
9060.00	***** (33) 1.2 PCT	
9063.00	***** (53) 2.0 PCT	
9065.00	***** (24C) 9.0 PCT	
9067.00	***** (33) 1.2 PCT	
9085.00	***** (51) 1.9 PCT	
9098.00	***** (11) 0.4 PCT	
9220.00	***** (53) 2.0 PCT	
9222.00	***** (181) 6.3 PCT	
9228.00	***** (152) 5.7 PCT	
9250.00	***** (27) 1.0 PCT	

9258.00	***** (25) 0.9 PCT	
9274.00	***** (101) 3.8 PCT	
9310.00	***** (57) 2.1 PCT	
9362.00	***** (43) 1.6 PCT	
9400.00	***** (20) 0.7 PCT	
9420.00	***** (61) 2.3 PCT	
9421.00	***** (39) 1.5 PCT	
9436.00	***** (28) 1.0 PCT	
9500.00	***** (65) 2.4 PCT	
9582.00	***** (14) 0.5 PCT	
9600.00	***** (33) 1.2 PCT	
9700.00	***** (58) 2.2 PCT	

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

06/12/73

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FILE	FELIFAIR	(CREATION DATE = 04/26/73)	SURVEY OF PERCEIVED	FAIR AND	ADEQUATE OFFICER PAY	
SUBFILE	COMPL050	PCVT1400	RDTE2100	DSPM2160	ASPM2165	DPS02170
	TRNG3200	PKO4250	PRJ06900	NPR06914	NAVE7000	AVE08000
	AGSA8650	COAV8670	CDSC5015	ADV09020	LCGI7051	SCAC9060
	SRT9067	TYC09098	DOOP9220	XCAF9228	DDWP9250	WEPAS258
	ENGA9362	OIC9420	XOSA9436	SCCA9500	CCMA3582	INITL9600

PMCD3000
AGSS2800
SOPS5065
COEG9310
AIDE5930

PERS2600
AVMD3100
SMTL9062
CPSA9274
ADPG9700

VARIABLE YRSINREIL TIME IN PRESENT BILLET

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ. FREQ (PERCENT)
1-3 MO	1.00	202	7.5	7.5	7.5
3-6 MO	2.00	385	14.4	14.4	21.9
6MC-1YR	3.00	753	28.1	28.1	50.0
1YR OR MORE	4.00	1336	49.9	49.9	99.9
	5.00	3	0.1	0.1	100.0
TOTAL		2679	100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY PMCD3000
SUBFILE COMPT1050 SUPQ1900 ANLS2085 RDIE2100 DSEF2165 ASP2170 AVMC8100
TRNG320C PCMT1400 WENG6000 PRJ02500 NAVE7000 AVE8000 AGSS3800
AGSA865C COAV4200 MEDC8715 CDS09015 ADVP9020 LCG19051 SCAC9060 SMLL9063
SRTR9067 TYCQ9098 COAF9222 XCAF9228 XCOM9500 DCMP9250 WEP49258 QPSA9274
ENCA9362 FOPS9400 OICS9420 COSA9421 XOSA9436 SCON9500 CUMA9582 INTL5600 ADPC9700
CCEG9310 AIDES530

VARIABLE RANK PRESENT RANK

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
LTJG	2.00	18	0.7	0.7	0.7
LT	3.00	191	7.1	7.1	7.8
LCDR	4.00	977	36.5	36.5	44.3
CDR	5.00	1099	41.0	41.0	85.3
CAPT	6.00	385	14.4	14.4	99.7
FLAG	7.00	9	0.3	0.3	100.0
TOTAL		2679	100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73)
SUBFILE COMPT1050
TRNG3200
AGSA865C
SRIR9067
ENCA9362

SURVEY OF PERCEIVED
ANLS2085
WENG6000
MECC8715
DOOP9220
COSA9421

FAIR AND
DSPR216C
NPRC6914
ADVF9020
XCAF9228
SCCM9500

ADEQUATE OFFICER PAY
ASPM2165
NAVET70CC
LOGI9051
DCWP9250
CCMA9582

PER2260C
AVMC810C
SMTL9063
OPSA9274
ADPG970C

PMCD3000
AGSS8600
SOPS9065
COES9310
AIDE9330

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VARIABLE BILALLCW PRESENT RANK VERSUS BILLET ALLOWANCE

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ. FREQ (PERCENT)
2 LVLS BELOW	0.0	1	0.0	0.0	0.0
1 LVL BELOW	1.00	4	0.1	0.1	0.2
SAME AS CDCR	2.00	229	8.5	8.5	8.7
ABOVE ODCR	3.00	2258	84.3	84.3	93.0
	4.00	186	6.9	6.9	100.0
	5.00	1	0.0	0.0	100.0
TOTAL		2679	100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE COMPI050 PCMT1400 SUPQ1900 ANLS2085 RTE2100 DSPM2160 ASPM2165 OPSQ2170 PERS2600 PMCD3000
TRNG320C FENG4200 PWK04250 WENG6000 PRJ06900 NPMRC6914 NAVET7000 AVECC8000 AGSS8600
AGSAB65C COAV8670 XQAV8672 MECC8715 COSC9015 ADVR9028 SCAC9060 SMTL9062 AGSS8600
SRTR9067 ANCO9085 TYCO9098 DOOP9220 COAF9222 XQAF9228 XQAF9228 DOWP9250 WEP9258 OPSA9274 CCEG9310
ENGA9362 FOPS9400 CICS9420 COSA9421 XOSA9436 SCOM9500 COMA9582 INTL5600 ADPO970C AIDE9930

VARIABLE FAIRPAY FELTFAIR PAY IN DOLLARS PER YEAR

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
	1500.00	1	0.0	0.0	0.0
	4500.00	1	0.0	0.0	0.1
	5000.00	3	0.1	0.1	0.2
	6000.00	1	0.0	0.0	0.2
	6500.00	1	0.0	0.0	0.3
	7000.00	2	0.1	0.1	0.3
	7200.00	1	0.0	0.0	0.4
	8000.00	3	0.1	0.1	0.5
	8400.00	1	0.0	0.0	0.5
	8500.00	1	0.0	0.0	0.6
	9000.00	4	0.1	0.1	0.7
	9500.00	1	0.0	0.0	0.7
	10000.00	18	0.7	0.7	1.4
	10500.00	1	0.0	0.0	1.5
	11000.00	1	0.0	0.0	1.5
	12000.00	48	1.8	1.8	3.3
	12500.00	5	0.2	0.2	3.5
	13000.00	14	0.5	0.5	4.0
	13500.00	2	0.1	0.1	4.1
	14000.00	20	0.7	0.7	4.8
	14500.00	2	0.1	0.1	4.9

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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14800.00	1	0.0	0.0	4.9
15000.00	151	5.6	5.6	10.6
15500.00	2	0.1	0.1	10.6
15600.00	1	0.0	0.0	10.7
16000.00	39	1.5	1.5	12.1
16500.00	5	0.2	0.2	12.3
16800.00	1	0.0	0.0	12.4
17000.00	25	0.9	0.9	13.3
17500.00	12	0.4	0.4	13.7
18000.00	111	4.1	4.1	17.9
18250.00	1	0.0	0.0	17.9
18500.00	6	0.2	0.2	18.1
18737.00	1	0.0	0.0	18.2
18750.00	2	0.1	0.1	18.3
19000.00	17	0.6	0.6	18.9
19200.00	1	0.0	0.0	18.9
19500.00	2	0.1	0.1	19.0
19700.00	1	0.0	0.0	19.0
19950.00	1	0.0	0.0	19.1
20000.00	397	14.8	14.8	33.9
20400.00	1	0.0	0.0	33.9
21000.00	22	0.8	0.8	34.8
21250.00	1	0.0	0.0	34.8
21478.00	1	0.0	0.0	34.8
21500.00	6	0.2	0.2	35.1
21850.00	1	0.0	0.0	35.1
22000.00	70	2.6	2.6	37.7

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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22368.00	1	0.0	C.0	37.7
22500.00	31	1.2	1.2	38.9
22692.00	1	C.0	C.0	38.9
22800.00	1	C.0	0.0	39.0
23000.00	44	1.6	1.6	40.6
23500.00	10	C.4	0.4	41.0
24000.00	80	3.0	3.0	44.0
24500.00	1	C.0	0.0	44.0
24750.00	1	0.0	0.0	44.0
25000.00	509	19.0	19.0	63.0
25003.00	1	C.0	0.0	63.1
25400.00	1	C.0	0.0	63.1
25500.00	3	C.1	0.1	63.2
25600.00	2	C.1	C.1	63.3
26000.00	38	1.4	1.4	64.7
26500.00	7	C.3	0.3	65.0
27000.00	25	C.9	C.9	65.9
27500.00	19	0.7	0.7	66.6
27800.00	1	C.0	0.0	66.7
28000.00	66	2.5	2.5	69.1
28500.00	3	C.1	0.1	69.2
28800.00	1	C.0	0.0	69.3
28995.00	1	C.0	0.0	69.3
29000.00	7	C.3	0.3	69.6
30000.00	369	13.8	13.8	83.4
30485.00	1	C.0	0.0	83.4
30500.00	1	C.0	0.0	83.4

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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31000.00	4	C.1	0.1	83.6
31500.00	1	C.0	C.0	83.6
32000.00	25	0.9	0.9	84.5
32500.00	11	C.4	0.4	85.0
32760.00	1	C.0	0.0	85.0
33000.00	5	C.2	0.2	85.2
34000.00	4	C.1	0.1	85.3
35000.00	171	6.4	6.4	91.7
36000.00	25	C.9	0.9	92.6
36500.00	2	C.1	0.1	92.7
37500.00	12	0.4	0.4	93.2
38000.00	5	C.2	0.2	93.4
39000.00	2	C.1	0.1	93.4
40000.00	81	3.0	3.0	96.5
40500.00	2	C.1	C.1	96.5
42000.00	3	C.1	C.1	96.6
43000.00	1	0.0	0.0	96.7
43500.00	1	C.0	C.0	96.7
45000.00	23	C.9	0.9	97.6
47500.00	2	C.1	0.1	97.6
49000.00	1	C.0	C.0	97.7
50000.00	43	1.6	1.6	99.3
55000.00	1	C.0	C.0	99.3
60000.00	8	C.3	0.3	99.6
75000.00	7	C.3	C.3	99.9
80000.00	2	C.1	C.1	100.0
99999.00	1	0.0	0.0	100.0
TOTAL		100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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TOTAL		100.0	100.0	100.0
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9500.00	*	(1)	0.0 PCT
10000.00	***	(13)	0.7 PCT
10500.00	*	(1)	0.0 PCT
11000.00	*	(1)	0.0 PCT
12000.00	*****	(48)	1.8 PCT
12500.00	**	(5)	0.2 PCT
13000.00	**	(14)	0.5 PCT
13500.00	*	(2)	0.1 PCT
14000.00	**	(20)	0.7 PCT
14500.00	*	(2)	0.1 PCT
14800.00	*	(1)	0.0 PCT
15000.00	*****	(151)	5.6 PCT
15500.00	*	(2)	0.1 PCT

15600.CO	*	(1)	0.0 PCT
16000.CO	*****	(39)	1.5 PCT
16500.CO	**	(5)	0.2 PCT
16800.CO	*	(1)	0.0 PCT
17000.00	***	(25)	0.9 PCT
17500.CO	*	(12)	0.4 PCT
18000.CO	*****	(111)	4.1 PCT
18250.CO	*	(1)	0.0 PCT
18500.CO	**	(6)	0.2 PCT
18737.CO	*	(1)	0.0 PCT
18750.CO	*	(2)	0.1 PCT
19000.00	***	(17)	0.6 PCT
19200.00	*	(1)	0.0 PCT

19500.00	1	(2)	0.1 PCT
19700.00	1	(1)	0.0 PCT
19950.00	1	(1)	0.0 PCT
20000.00	1	***** (397)	14.8 PCT
20400.00	1	(1)	0.0 PCT
21000.00	1	(22)	0.8 PCT
21250.00	1	(1)	0.0 PCT
21478.00	1	(1)	0.0 PCT
21500.00	1	(6)	0.2 PCT
21850.00	1	(1)	0.0 PCT
22000.00	1	***** (70)	2.6 PCT
22300.00	1	(1)	0.0 PCT
22500.00	1	***** (31)	1.2 PCT

22692.00	*	(1)	0.0 PCT	
	I				
22800.00	*	(1)	0.0 PCT	
	I				
23000.00	*	***	(44)	1.6 PCT
	I				
23500.00	*	(10)	0.4 PCT	
	I				
24000.00	*	*****	(80)	3.0 PCT
	I				
24500.00	*	(1)	0.0 PCT	
	I				
24750.00	*	(1)	0.0 PCT	
	I				
25000.00	*	*****	(509)	19.0 PCT
	I				
25003.00	*	(1)	0.0 PCT	
	I				
25400.00	*	(1)	0.0 PCT	
	I				
25500.00	*	(3)	0.1 PCT	
	I				
25600.00	*	(2)	0.1 PCT	
	I				
26000.00	*	***	(38)	1.4 PCT
	I				

26500.00	** (7)	0.3 PCT	
27000.00	*** (25)	0.9 PCT	
27500.00	** (19)	0.7 PCT	
27880.00	* (1)	0.0 PCT	
28000.00	***** (66)	2.5 PCT	
28500.00	* (3)	0.1 PCT	
28800.00	* (1)	0.0 PCT	
28995.00	* (1)	0.0 PCT	
29000.00	** (7)	0.3 PCT	
30000.00	***** (369)	13.8 PCT	
30485.00	* (1)	0.0 PCT	
30500.00	* (1)	0.0 PCT	
31000.00	* (4)	0.1 PCT	

31500.00	1	(1)	0.0 PCT
32000.00	***	(25)	0.9 PCT
32500.00	**	(11)	0.4 PCT
32760.00	*	(1)	0.0 PCT
33000.00	**	(5)	0.2 PCT
34000.00	*	(4)	0.1 PCT
35000.00	*****	(171)	6.4 PCT
36000.00	***	(25)	0.9 PCT
36500.00	*	(2)	0.1 PCT
37500.00	**	(12)	0.4 PCT
38000.00	**	(5)	0.2 PCT
39000.00	*	(2)	0.1 PCT
40000.00	*****	(81)	3.0 PCT

40500.00	I *	(2)	0.1 PCT
	I I I		
42000.00	I *	(3)	0.1 PCT
	I I I		
43000.00	I *	(1)	0.0 PCT
	I I I		
43500.00	I *	(1)	0.0 PCT
	I I I		
45000.00	I **	(23)	0.9 PCT
	I I I		
47500.00	I *	(2)	0.1 PCT
	I I I		
49000.00	I *	(1)	0.0 PCT
	I I I		
50000.00	I ****	(43)	1.6 PCT
	I I I		
55000.00	I *	(1)	0.0 PCT
	I I I		
60000.00	I **	(8)	0.3 PCT
	I I I		
75000.00	I *	(7)	0.3 PCT
	I I I		
80000.00	I *	(2)	0.1 PCT
	I I I		

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY PMCD3000
SUBFILE CCMP1050 SUPQ1900 ANLS2085 RDTE2100 DSPM2160 ASPM2165 NAVET000 AVECR000 AVMO8100 AGSS8600
TGNG320C FENG4200 PKXQ4250 PRJC6900 NPRC6914 ADVR020 LCG10051 SCAC0060 SOPS9005
ACSA8650 CDIAV8670 XQAV8672 COAC9015 ADVR020 XQAF2228 SCOM9500 COMA9582 DOWP9250 WEPAS258 OPSA9274 CCEG9310
SRTR9067 TYCQ9098 COSA9421 XOSA9436 SCOM9500 COMA9582 DOWP9250 WEPAS258 OPSA9274 CCEG9310 AIDE9930
ENGA9362 FOPS9400 OIC9420

VARIABLE YRSVC YEARS COMMISSIONED SERVICE

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ. FREQ (PERCENT)
1-3	1.00	15	6.6	0.6	0.6
3-5	2.00	56	2.1	2.1	2.7
5-10	3.00	272	10.2	10.2	12.8
10-20	4.00	1696	63.3	63.3	76.1
20-30	5.00	640	23.9	23.9	100.0
TOTAL		2679	100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE	FELTFAIR (CREATION DATE = 04/26/73)	SURVEY OF PERCEIVED	FAIR AND	ADEQUATE OFFICER PAY	
SUBFILE	COMPL050	ANLS2085	DSPM2160	ASPM2165	PMCD3000
	TRNG320C	PCMT1400	NPRC6914	NAVETC00	AGSS8600
	AGSA865C	FENG4200	ACV89020	LCG19051	SQPS9065
	SRT9067	COAV8670	XCAF9228	DGM9250	CCES9310
	ENG9362	COOP9220	SCLM9500	CCMA9582	ADPO970C
		CCSA9421		INTL9600	
		OICS9420			
		FOPS9400			

VARIABLE ECLVL HIGHEST LEVEL OF FORMAL EDUCATION

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
SOME COLLEGE	0.0	1	0.0	0.0	0.0
BS-BA	1.00	8	0.3	0.3	0.3
MA-MS	2.00	99C	37.0	37.0	37.3
PHD	3.00	1653	61.7	61.7	99.0
	4.00	27	1.0	1.0	100.0
	TOTAL	2679	100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY PMCO 3000
 SUBFILE COMPI050 PCMT1400 SUP01900 ANLS2085 RDT E2100 DSFM2160 ASPM2165 DPS02170 AVMC8100
 TRNG3200 FENG4200 PWK04250 WENG6000 PRJC6900 NAVE7000 AVECC8000 AGSS8600
 AGSAB65C CCAV8670 XOAV8672 MECC8715 COVC9015 LCGI9051 SCAC9060 SCSS8665
 SSTR9067 ANCO9C85 TYCO9098 DOJP9220 COAF9222 XCAF5228 WEP9258 WEP9258 SCSS8665
 ENGA9362 FCPS9400 CICS9420 COSA9421 XOSA9436 SCOM9500 COMA9582 INTL9600 DPS9274 COEGS310
 ADPO970C AIDE9930

VARIABLE EDLVL HIGHEST LEVEL OF FORMAL EDUCATION

CODE	EDLVL	HIGHEST LEVEL OF FORMAL EDUCATION
0.0	1	0.0 PCT
1.00	8	0.3 PCT
2.00	SOME COLLEGE	37.0 PCT
3.00	BS-BA	55.0 PCT
4.00	MA-MS	61.7 PCT
5.00	PHD	

FREQUENCY

STATISTICS...

STATISTICS...	STD ERROR	STD DEV	SKEWNESS	MAXIMUM	MEDIAN	VARIANCE	RANGE
MEAN	2.633	0.010	0.010	4.000	2.706	0.261	4.000
MODE	3.000	0.511	-0.434	4.000	0.261	0.261	4.000
KURTOSIS	-0.864	-0.434	-0.434	4.000	0.261	0.261	4.000
MINIMUM	0.0	4.000	4.000	4.000	0.261	0.261	4.000
VALID OBSERVATIONS =	2679						
MISSING OBSERVATIONS =	0						

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73)
 SUBFILE COMPI050 PCMT1400 SUP01900
 TRNG320C FENG4200 PKXC4250
 AGS2865C CDAV8670 XDAV6672
 SRT9067 TYC09098 DICS9420
 ENGA9362 FOPS9400

SURVEY OF PERCEIVED
 ANLS2085 RDTE2100
 WENG6000 PRJC6500
 MEOC8715 COSC0015
 DDOF9220 COAF9222
 COSA9421 XOSA9436

FAIR AND
 DSPM2160
 NPRC5114
 ADVF3020
 XCAF3228
 SCOM9500

ACEQUATE OFFICER PAY
 ASPM2165
 NAVE700C
 LQGI0051
 DOWP3250
 COMA9582

PERS260C
 AVMC810C
 SMTL9092
 OPS49274
 ADPO910C
 PMCD3000
 AGS28600
 SOP35005
 COEG9310
 AIDE5530

VARIABLE FFPLVL ANNUAL FELTFAIR PAY IN DISCRETE INCREMEN

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
LESS THAN 15000	1.00	132	4.9	4.9	4.9
15000-19999	2.00	379	14.1	14.1	19.1
20000-24999	3.00	665	25.0	25.0	44.0
25000-29999	4.00	684	25.5	25.5	69.6
30000-34999	5.00	422	15.8	15.8	85.3
35000-39999	6.00	217	8.1	8.1	93.4
40000-44999	7.00	88	3.3	3.3	96.7
45000-49999	8.00	26	1.0	1.0	97.7
GREATER THAN 50000	9.00	62	2.3	2.3	100.0
TOTAL		2679	100.0	100.0	100.0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
 SUBFILE COMPI050 PCMT1400 ANLS2085 RDT2100 DPM2160 ASPM2165 DPS02170
 TRNG320C FENG4200 WENG6000 PRJC6900 NFR6914 NAVE7000 AVE8000
 AGSA865C COAV8670 XQAV8672 COAC9015 ACVR9020 LCG19051 SCAC9060
 SRT9067 ANCO9C85 TYC09098 DOOP9220 COAF9222 XOSA9436 XCLAF9228 WEP9258
 ENGA9362 FCPS9400 OICS9420 CCOSA9421 XCSA9420 CCMA9582 INIL9600
 PERS260C PMCD3000
 AVMC8100 AGSS8600
 SMTL9063 SOPSS665
 OPSA9274 CCEG9310
 ADPO970C AIDE9530

STATISTICS..

MEAN 3.892 STD ERROR C.032 MEDIAN 3.733
 MODE 4.000 STD DEV 1.661 VARIANCE 2.755
 KURTOSIS C.790 SKEWNESS 0.740 RANGE 8.000
 MINIMUM 1.000 MAXIMUM 9.000

VALID OBSERVATIONS = 2679
 MISSING OBSERVATIONS = 0

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
 SUBFILE COMPI050 PCMT1400 ANLS2085 RDT2100 DPM2160 ASPM2165 DPS02170
 TRNG320C FENG4200 WENG6000 PRJC6900 NFR6914 NAVE7000 AVE8000
 AGSA865C COAV8670 XQAV8672 COAC9015 ACVR9020 LCG19051 SCAC9060
 SRT9067 ANCO9C85 TYC09098 DOOP9220 COAF9222 XOSA9436 XCLAF9228 WEP9258
 ENGA9362 FCPS9400 OICS9420 CCOSA9421 XCSA9420 CCMA9582 INIL9600
 PERS260C PMCD3000
 AVMC8100 AGSS8600
 SMTL9063 SOPSS665
 OPSA9274 CCEG9310
 ADPO970C AIDE9530

VARIABLE MILPAY ACTUAL PAY FOR RANK AND YRSVC

VALUE LABEL

VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
10900.00	15	0.6	0.6	0.6
13100.00	3	0.1	0.1	0.7
14200.00	53	2.0	2.0	2.7
15600.00	122	4.6	4.6	7.2
16200.00	146	5.4	5.4	12.7
17000.00	16	0.6	0.6	13.3
17800.00	4	0.1	0.1	13.4
18800.00	31	21.0	31.0	4
	52	31.8	31.8	7.4
		1.2	1.2	86.5
30.00		9.1	9.1	99.7
60.00	354	13.2	13.2	100.0
34000.00	5	C.3	C.3	100.0
TOTAL	2679	100.0	100.0	100.0

FAIRPAY/WILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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PER S2600
AVMC810C
SMTL906E
QPSA9274
ADPC970C
PMCD3000
AGSS8600
SOPSS5C65
CDEG5310
AIDE5530

FAIR AND	ADEQUATE OFFICER PAY
DSPM2160	DPSO2170
NPRC6914	CVC8000
ACVFR9020	SACAP9060
XCCAF9228	WETP9258
XCDCM9350	INTI9600
	COMA9582
	LGGIP9250
	LOWP9051
	NAVET7C00
	ASPM2165
	ASPMP2160

SURVEY OF PERCEIVED
ANLS2085
WENG6000
MEOC8715
DOOP9220
COSA9421
RDE2100
PRJC6900
COSC9015
COAF9222
XOSA9436

TICN DATE = 04/26/73)
PCMT1400 SUP01900
FENG4200 PWK04250
CAV8670 X0AV8672
ANCO9C85 YC09098
FOPS9400 CICS9420

FILE FELTFAIR (C
SUBFILE COMPL050
TRNG320C
AGSA865C
SRT9067
ENG9362

VARIABLE	MILPAY	ACTUAL PAY FOR RANK AND YRSVC
1	1000	1000
2	1000	1000
3	1000	1000
4	1000	1000
5	1000	1000
6	1000	1000
7	1000	1000
8	1000	1000
9	1000	1000
10	1000	1000
11	1000	1000
12	1000	1000
13	1000	1000
14	1000	1000
15	1000	1000
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20	1000	1000
21	1000	1000
22	1000	1000
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91	1000	1000
92	1000	1000
93	1000	1000
94	1000	1000
95	1000	1000
96	1000	1000
97	1000	1000
98	1000	1000
99	1000	1000
100	1000	1000

CODE

10900.CO
I***
(15)
0.6 PCT

13100-00 (3) 0.1 PCT

14200.00 ***** (53) 2.0 PCT

Item	Quantity	Unit Price	Total Price
1. Labor	122	4.6 PCT	5600.00

16200.CO I ***** (146) 5.4 PCT

17CCC.CC 1*** (16) 0.6 PCT

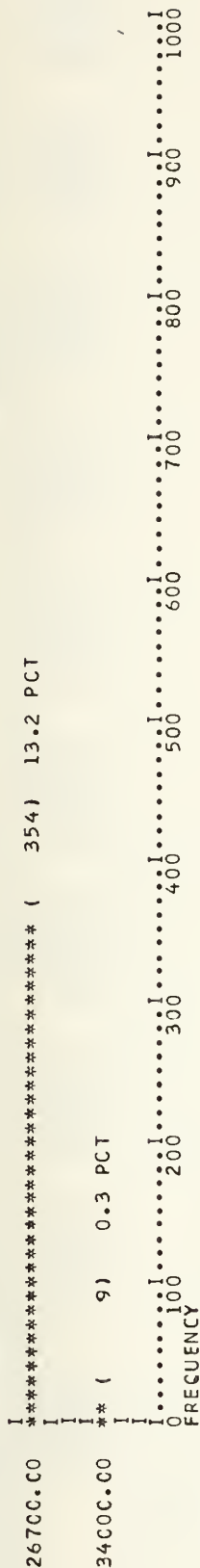
17800.CO 1* (4) 0.1 PCT

1880.00 (831) 21.0 PCT

2020.00 (852) 31.8 pct

03200-00 1*** (31) 1.2 PCT

23300.00 (243) 9.1 PCT



STATISTICS..

MEAN	20357.988	STD ERROR	63.914	MEDIAN	19886.031
MODE	20200.000	STD DEV	3308.153	VARIANCE	*****
KURTOSIS	0.801	SKENESS	0.686	RANGE	23100.000
MINIMUM	10900.000	MAXIMUM	34000.000		
VALID OBSERVATIONS -	2679				
MISSING OBSERVATIONS -	0				

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE	FELTFAIR (CREATION DATE = 04/26/73)	SURVEY OF PERCEIVED	FAIR AND	ADEQUATE	OFFICER PAY
SUBFILE	COMPL050	RDTE2100	DSPM2160	ASPM2165	DPCS2170
	PCMT1400	ANLS2085	NPRC6914	NAVE7CC0	AVMC810C
	FENG4200	WENG6000	ADVF9020	LOG19051	SMIL9062
	COAV8670	COVC9015	XDAF9228	DOWF9250	OPSA9274
	TYC09098	COAF9222	XDAF9228	WEPF9258	ADPO9570C
	ANCO9085	DOOP9220	SCCM9500	INTL9600	
	FOPS9400	CUSA9421	XOSA9436		
	ENGAS9362	DICS9420			

VARIABLE PAYLVL ACTUAL PAY IN DISCRETE INCREMENTS

VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ. FREQ (PERCENT)
1.00	71	2.7	2.7	2.7
2.00	1119	41.8	41.8	44.4
3.00	1126	42.0	42.0	86.5
4.00	354	13.2	13.2	99.7
5.00	9	0.3	0.3	100.0
TOTAL	2679	100.0	100.0	100.0

LESS THAN 15000

15000-19595

20000-24599

25000-29599

30000-34595

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73)
SUBFILE COMPLC50
TRNG3200
AGSAB65C
SATR9067
ENGA9362

PCMT1400
FENG4200
CCAV8670
TYC09098
FOPS9400

SURVEY OF PERCEIVED
ANLS2085
WENG6000
MEUC8715
DOOP9220
COSAS421

FAIR AND ADEQUATE OFFICER PAY
DSM2160
NAVE7000
LOC19051
DCMP9250
CCMA9582

PERM260C
AVMIG810C
SMIL9062
OPS45274
ADPCS9700

PMCD3000
AGSS8600
SCPS8665
DDEG8310
AIDE9930

VARIABLE PAYLVL ACTUAL PAY IN DISCRETE INCREMENTS

VARIABLE	PAYLVL	ACTUAL PAY IN DISCRETE INCREMENTS
CCCE	1.00	***** (71) 2.7 PCT LESS THAN 15000
	2.00	***** (1119) 41.8 PCT 15000-19999
	3.00	***** (1126) 42.0 PCT 20000-24999
	4.00	***** (354) 13.2 PCT 25000-29999
	5.00	***** (9) 0.3 PCT 30000-34999
FREQUENCY		0 200 400 600 800 1000 1200 1400 1600 1800 2000

STATISTICS..

MEAN	2.668	STD ERROR	0.014	MEDIAN	2.633
MODE	3.000	STD DEV	0.748	VARIANCE	0.559
KURTCSIS	-0.413	SKEWNESS	C.293	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	2679				
MISSING OBSERVATIONS -	0				

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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***** GIVEN SPACE ALLOWS FOR 11 VARIABLES AND 581 VALUES FOR CCDEBCKK *****

PROCESS SBFILESALL
BDEAKOCWN
4
FAIRPAY, MILPAY BY RANK BY AGE BY YRSVC BY EDLVL

FILE	FELTFAIR (CREATION DATE = 04/26/73)	SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY	PMCD3000						
SUBFILE	COMP1050 PCMT1400	ANLS2085 RDTE2100	AGSS8600						
	TRNG320C FENG4200	WENG6000 PRJJC6900	AVMO810C						
	AGSA865C COAV8670	MEOC8715 COSC9020	SMTL9062						
	SRTR9067 ANCC9085	TYCO0908 COAF9222	OPSA9274						
	ENGAG9362 FOPS9400	COCP9220 COSA9421	ADPO910C						
		OICS9420 XOSA9436	INTL9600						
			AIDE9930						
CRITERION	VARIABLE	BY	FAIRPAY	DESCRIPTORS	OF	SUBPOPULATION	STANDARD DEVIATION	VARIANCE	N
BRCKEN	VARIABLE	BY	RANK	FELTFAIR PAY IN DOLLARS PER YEAR					
		BY	AGE	PRESENT RANK					
		BY	AGE	PRESENT AGE					
		BY	EDLVL	HIGHEST LEVEL OF FORMAL EDUCATION					
VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N			
FOR ENTIRE POPULATION									
			25404.258	8601.766	*****	(2679)			
RANK									
AGE									
YRSVC	2.00	LTJG	13888.887	3160.216	*****	(18)			
EDLVL	1.00	20-25	13571.426	3390.365	*****	(14)			
	3.00	1-3	13461.235	3502.755	*****	(13)			
		MA-MS	13461.535	3502.755	*****	(13)			
YRSVC	2.00	3-5	15000.000	*****	*****	(1)			
EDLVL	3.00	MA-MS	15000.000	*****	*****	(1)			
AGE									
YRSVC	2.00	25-30	15000.000	2160.237	*****	(4)			
EDLVL	1.00	1-3	16500.000	707.265	500224.000	(2)			
	3.00	MA-MS	16500.000	707.265	500224.000	(2)			
YRSVC	2.00	3-5	15507.406	3468.578	*****	(54)			
EDLVL	3.00	MA-MS	13500.000	2121.313	*****	(2)			
RANK									
AGE									
YRSVC	3.00	LT	17310.207	4694.340	*****	(19)			
EDLVL	1.00	20-25	17250.000	1500.051	*****	(4)			
	2.00	3-5	17250.000	1500.051	*****	(4)			
	2.00	BS-BA	18000.000	*****	*****	(1)			
EDLVL	3.00	MA-MS	17000.000	1732.069	*****	(3)			
AGE									
YRSVC	2.00	25-30	16766.203	4677.227	*****	(108)			
EDLVL	2.00	3-5	15445.832	3550.790	*****	(48)			
	2.00	BS-BA	12000.000	*****	*****	(1)			
EDLVL	3.00	MA-MS	15519.148	3593.106	*****	(47)			
YRSVC	3.00	5-10	17785.590	5218.207	*****	(59)			
EDLVL	2.00	BS-BA	16136.363	4037.887	*****	(11)			
	3.00	MA-MS	18163.539	5417.660	*****	(48)			
YRSVC	4.00	10-20	20000.000	*****	*****	(1)			
EDLVL	3.00	MA-MS	20000.000	*****	*****	(1)			

FAIRPAY/WLPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE FAIRPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
AGE						
YRSVC	3.00	30-35	17850.000	4722.145	*****	(70)
EDLVL	2.00	3-5	20000.000	*****	*****	(1)
	3.00	MA-MS	20000.000	*****	*****	(1)
YRSVC	3.00	5-10	17750.000	4897.324	*****	(58)
EDLVL	2.00	BS-BA	18205.879	3678.713	*****	(1)
EDLVL	3.00	MA-MS	17560.973	5351.531	*****	(41)
YRSVC	4.00	10-20	18181.816	4063.704	*****	(11)
EDLVL	2.00	BS-BA	19425.000	4150.820	*****	(4)
EDLVL	3.00	MA-MS	17357.141	4089.781	*****	(7)
AGE						
YRSVC	4.00	35-40	20000.000	5216.723	*****	(8)
EDLVL	3.00	5-10	18800.000	4617.891	*****	(5)
	3.00	MA-MS	18800.000	4617.891	*****	(5)
YRSVC	4.00	10-20	22000.000	6557.434	*****	(3)
EDLVL	2.00	BS-BA	23000.000	*****	*****	(1)
EDLVL	3.00	MA-MS	21500.000	9192.383	*****	(2)
AGE						
YRSVC	5.00	40-45	17000.000	*****	*****	(1)
EDLVL	5.00	20-30	17000.000	*****	*****	(1)
EDLVL	3.00	MA-MS	17000.000	*****	*****	(1)
RANK						
AGE						
YRSVC	4.00	LCOR	22482.047	6801.711	*****	(97)
EDLVL	2.00	25-30	22100.000	5014.918	*****	(15)
EDLVL	3.00	5-10	21852.855	5127.230	*****	(14)
EDLVL	2.00	BS-BA	22500.000	3535.525	*****	(2)
EDLVL	3.00	MA-MS	21791.664	5474.965	*****	(12)
YRSVC	4.00	10-20	25000.000	*****	*****	(1)
EDLVL	3.00	MA-MS	25000.000	*****	*****	(1)
AGE						
YRSVC	3.00	30-35	22316.086	7152.793	*****	(46)
EDLVL	3.00	5-10	20888.234	7054.598	*****	(11)
EDLVL	1.00	SOME COLLEGE	30000.000	*****	*****	(1)
EDLVL	2.00	BS-BA	22000.000	6085.055	*****	(14)
EDLVL	3.00	MA-MS	20057.281	7197.461	*****	(10)
EDLVL	4.00	PHD	20000.000	*****	*****	(1)
YRSVC	4.00	10-20	22804.348	7184.461	*****	(34)
EDLVL	2.00	BS-BA	22600.492	9236.332	*****	(8)
EDLVL	3.00	MA-MS	23824.664	6517.352	*****	(26)
EDLVL	4.00	PHD	23714.285	3592.335	*****	(1)
AGE						
YRSVC	4.00	35-40	22762.012	6647.047	*****	(39)
EDLVL	3.00	5-10	20091.180	5243.465	*****	(11)
EDLVL	0.00		25003.000	*****	*****	(1)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE FAIRPAY

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VARIABLE	CCDE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
EDLVL	2.00	BS-BA	18000.000	6082.754	*****	(3)
	3.00	MA-MS	20285.711	5219.027	*****	(7)
YRSVC	4.00	10-20	23442.383	6720.457	*****	(378)
	2.00	BS-BA	23054.656	7897.660	*****	(161)
	3.00	MA-MS	22633.332	5769.457	*****	(210)
	4.00	PHD	24285.711	3147.238	*****	(7)
EDLVL	5.00	20-30	22532.000	2237.438	*****	(6)
	2.00	BS-BA	22538.000	2043.537	*****	(4)
	3.00	MA-MS	22500.000	3535.529	*****	(2)
AGE	5.00	40-45	22238.406	5738.094	*****	(96)
	3.00	5-10	25300.000	424.528	180224.000	(2)
	2.00	BS-BA	25000.000	*****	*****	(1)
	3.00	MA-MS	25600.000	*****	*****	(1)
YRSVC	4.00	10-20	21891.840	6252.184	*****	(65)
	1.00	SOME COLLEGE	26000.000	*****	*****	(1)
	2.00	BS-BA	21309.523	6754.281	*****	(42)
	3.00	MA-MS	22674.500	5442.918	*****	(26)
EDLVL	5.00	20-30	22950.000	4232.758	*****	(25)
	2.00	BS-BA	23714.285	3123.769	*****	(14)
	3.00	MA-MS	23250.000	5489.727	*****	(11)
AGE	6.00	45-50	21500.000	5744.563	*****	(4)
	4.00	10-20	25000.000	7071.074	*****	(2)
	3.00	MA-MS	25000.000	7071.074	*****	(2)
	5.00	20-30	18000.000	0.0	*****	(2)
EDLVL	2.00	BS-BA	18000.000	*****	*****	(1)
	3.00	MA-MS	18000.000	*****	*****	(1)
RANK	5.00	CDR	26901.211	7782.355	*****	(109)
	3.00	30-35	24178.570	7725.055	*****	(14)
	2.00	5-10	20000.000	0.0	*****	(2)
	3.00	MA-MS	20000.000	*****	*****	(1)
EDLVL	4.00	10-20	26801.125	7655.820	*****	(47)
	2.00	BS-BA	29166.664	7359.719	*****	(6)
	3.00	MA-MS	20582.332	6974.375	*****	(6)
AGE	4.00	35-40	26883.254	7646.406	*****	(464)
	4.00	10-20	26851.480	7644.770	*****	(45)
	2.00	BS-BA	26097.180	7115.297	*****	(213)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CFITERION VARIABLE FAIRPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
EDLVL	3.00	MA-MS	27494.313	8069.094	*****	(241)
EDLVL	4.00	PHD	28000.000	6708.199	*****	(5)
YRSVC	5.00	20-30	29800.000	8074.594	*****	(5)
EDLVL	2.00	BS-BA	32250.000	6849.492	*****	(4)
EDLVL	3.00	MA-MS	20000.000	*****	*****	(1)
AGE	5.00	40-45	27105.129	8054.715	*****	(551)
YRSVC	3.00	5-10	27500.000	3535.565	*****	(2)
EDLVL	4.00	10-20	27049.523	8477.891	*****	(366)
EDLVL	1.00	SOME CCLLEGE	25000.000	*****	*****	(155)
EDLVL	2.00	BS-BA	26212.902	7498.176	*****	(209)
EDLVL	3.00	MA-MS	27699.172	9135.422	*****	(1)
EDLVL	4.00	PHD	23000.000	*****	*****	(183)
YRSVC	5.00	20-30	27212.020	7199.250	*****	(1)
EDLVL	1.00	SOME CCLLEGE	30000.000	*****	*****	(101)
EDLVL	2.00	BS-BA	27189.117	8121.012	*****	(80)
EDLVL	3.00	MA-MS	27191.500	5984.672	*****	(1)
EDLVL	4.00	PHD	28000.000	*****	*****	(62)
AGE	6.00	45-50	25955.562	6482.125	*****	(19)
YRSVC	4.00	10-20	25716.664	6815.730	*****	(18)
EDLVL	2.00	BS-BA	22643.750	7510.605	*****	(7)
EDLVL	3.00	MA-MS	25000.000	4358.895	*****	(55)
YRSVC	5.00	20-30	26027.180	6276.972	*****	(22)
EDLVL	2.00	BS-BA	24499.770	6799.621	*****	(23)
EDLVL	3.00	MA-MS	27380.000	5928.770	*****	(8)
AGE	7.00	50-65	26000.000	5554.898	*****	(9)
YRSVC	5.00	20-30	26000.000	5554.898	*****	(1)
EDLVL	1.00	SOME CCLLEGE	25000.000	*****	*****	(5)
EDLVL	2.00	BS-BA	24600.000	6580.273	*****	(2)
EDLVL	3.00	MA-MS	30000.000	0.0	*****	(385)
RANK	6.00	CAPT	32912.584	9360.504	*****	(9)
AGE	4.00	35-40	23000.000	5477.230	*****	(6)
YRSVC	4.00	10-20	23000.000	5477.230	*****	(2)
EDLVL	2.00	BS-BA	24000.000	8485.281	*****	(4)
EDLVL	3.00	MA-MS	22500.000	5000.000	*****	(167)
AGE	5.00	40-45	31814.371	8353.113	*****	(23)
YRSVC	4.00	10-20	30195.848	8775.871	*****	(4)
EDLVL	2.00	BS-BA	26375.000	14693.395	*****	(1)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE FAIRPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
ECLVL	3.00	MA-MS	30777.777	7511.129	*****	(18)
EDLVL	4.00	PHD	35000.000	*****	*****	(1)
YRSVC	5.00	20-30	32072.914	8286.113	*****	(144)
EDLVL	2.00	BS-BA	31329.266	9482.555	*****	(41)
EDLVL	3.00	MA-MS	32040.000	7248.723	*****	(100)
EDLVL	4.00	PHD	43233.332	17559.398	*****	(100)
AGE	6.00	45-50	34124.293	10202.254	*****	(177)
YRSVC	4.00	10-20	28000.000	*****	*****	(1)
EDLVL	2.00	BS-BA	28000.000	*****	*****	(1)
YRSVC	5.00	20-30	34155.090	10220.816	*****	(176)
EDLVL	1.00	SOME COLLEGE	32166.664	7573.941	*****	(3)
EDLVL	2.00	BS-BA	30574.070	10647.088	*****	(54)
EDLVL	3.00	MA-MS	35631.355	9480.422	*****	(118)
EDLVL	4.00	PHD	60000.000	*****	*****	(1)
AGE	7.00	50-65	33728.570	8609.359	*****	(35)
YRSVC	4.00	10-20	30000.000	*****	*****	(1)
EDLVL	3.00	MA-MS	30000.000	*****	*****	(1)
YRSVC	5.00	20-30	33755.813	8467.203	*****	(42)
EDLVL	2.00	BS-BA	33652.305	7275.852	*****	(13)
EDLVL	3.00	MA-MS	33528.570	9669.824	*****	(21)
RANK	7.00	FLAG	32444.441	7938.965	*****	(5)
AGE	6.00	45-50	31000.000	5999.977	*****	(6)
YRSVC	5.00	20-30	31000.000	5999.977	*****	(6)
EDLVL	3.00	MA-MS	31000.000	5999.977	*****	(6)
AGE	7.00	50-65	38333.332	10408.316	*****	(3)
YRSVC	5.00	20-30	38333.332	10408.316	*****	(3)
EDLVL	2.00	BS-BA	32500.000	3525.565	*****	(2)
EDLVL	3.00	MA-MS	50000.000	*****	*****	(1)

TOTAL CASES = 2679

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
 SURFILE COMPI1050 PCMT1400 SUP01900 ROT12100 DSPM2160 ASPM2165 DPSQ2170 PMCD3000
 TRNG3200 FENG4200 PWK04250 PRJ06900 NRCG6914 NAVET165 AVEFC8000 AVMC810C AGSS8600
 AGSA865C CCAV8670 WENG6000 WEDC8715 ACVR9015 LCGL9051 WACAC9060 CGL9065
 SRTIR9067 ANCO9C85 TYCO9C98 DDDP9220 COAF9222 XCAF9228 SCOM9500 COMA9582 INTL9600 ADPC9774
 ENGA9362 FCPS9400 DICS9420 COSA9421 XOSA9436

CRITERION VARIABLE MILPAY RANK AGE YRSVC EDLVL
 BRCKEN DCWN BY BY BY BY
 D E S C R I P T I O N O F S U B F C P U L A T I C N S

VARIABLE		CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	AGE	2.00	LTJG	11266.664	843.647	711740.188	(18)
		1.00	20-25	11057.141	587.911	345639.375	(14)
		1.00	1-3	10900.000	0.0	-128.000	(13)
		3.00	MA-MS	10900.000	0.0	-128.000	(13)
	YRSVC	2.00	3-5	13100.000	*****	*****	(1)
		3.00	MA-MS	13100.000	*****	*****	(1)
	AGE	2.00	25-30	12000.000	1270.162	*****	(4)
		1.00	1-3	10900.000	0.0	0.0	(2)
		3.00	MA-MS	10900.000	0.0	0.0	(2)
	YRSVC	2.00	3-5	14159.258	207.291	42965.355	(54)
		3.00	MA-MS	13100.000	0.0	0.0	(2)
	AGE	3.00	LT	15328.793	798.415	637466.538	(191)
		1.00	20-25	14200.000	0.0	-85.333	(4)
		2.00	3-5	14200.000	0.0	-85.333	(4)
		2.00	8S-BA	14200.000	*****	*****	(1)
		3.00	MA-MS	14200.000	0.0	0.0	(3)
	AGE	2.00	25-30	14990.738	722.728	522335.688	(108)
		2.00	3-5	14200.000	0.0	-1132.936	(48)
		2.00	8S-BA	14200.000	*****	*****	(1)
		3.00	MA-MS	14200.000	0.0	-1157.565	(47)
	YRSVC	3.00	5-10	15600.000	0.0	-141.241	(59)
		2.00	8S-BA	15600.000	0.0	0.0	(11)
		3.00	MA-MS	15600.000	0.0	-174.298	(48)
	YRSVC	4.00	10-20	17000.000	*****	*****	(1)
		3.00	MA-MS	17000.000	*****	*****	(1)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE MILPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
AGE	3.00	30-35	15800.000	547.846	300135.875	(70)
YRSVC	2.00	3-5	14200.000	*****	*****	(1)
EDLVL	3.00	MA-MS	14200.000	*****	*****	(1)
YRSVC	3.00	5-10	15600.000	0.0	-71.860	(58)
EDLVL	2.00	BS-BA	15600.000	0.0	0.0	(17)
EDLVL	3.00	MA-MS	15600.000	0.0	-102.400	(41)
YRSVC	4.00	10-20	17000.000	0.0	0.0	(11)
EDLVL	2.00	BS-BA	17000.000	0.0	0.0	(4)
EDLVL	3.00	MA-MS	17000.000	0.0	0.0	(7)
AGE	4.00	35-40	16125.000	724.557	524982.813	(8)
YRSVC	3.00	5-10	15600.000	0.0	0.0	(5)
EDLVL	3.00	MA-MS	15600.000	0.0	0.0	(5)
YRSVC	4.00	10-20	17000.000	0.0	0.0	(3)
EDLVL	2.00	BS-BA	17000.000	0.0	0.0	(1)
EDLVL	3.00	MA-MS	17000.000	0.0	0.0	(2)
AGE	5.00	40-45	17000.000	*****	*****	(1)
YRSVC	5.00	20-30	17000.000	*****	*****	(1)
EDLVL	3.00	MA-MS	17000.000	*****	*****	(1)
RANK	4.00	LCDR	18411.461	926.869	85085.625	(97)
AGE	2.00	25-30	16373.332	671.306	450651.375	(15)
YRSVC	3.00	5-10	16200.000	0.0	-59.077	(14)
EDLVL	2.00	BS-BA	16200.000	0.0	0.0	(2)
EDLVL	3.00	MA-MS	16200.000	0.0	-65.818	(12)
YRSVC	4.00	10-20	18800.000	*****	*****	(1)
EDLVL	3.00	MA-MS	18800.000	*****	*****	(1)
AGE	3.00	30-35	18137.473	1133.881	*****	(46)
YRSVC	3.00	5-10	16200.000	0.0	-833.085	(11)
EDLVL	1.00	SOME COLLEGE	16200.000	*****	*****	(1)
EDLVL	2.00	BS-BA	16200.000	0.0	-59.077	(14)
EDLVL	3.00	MA-MS	16200.000	0.0	-923.608	(10)
EDLVL	4.00	PHD	16200.000	*****	*****	(1)
YRSVC	4.00	10-20	18800.000	0.0	-1133.187	(34)
EDLVL	2.00	BS-BA	18800.000	0.0	-256.000	(8)
EDLVL	3.00	MA-MS	18800.000	0.0	-1265.174	(26)
EDLVL	4.00	PHD	18800.000	0.0	0.0	(7)
AGE	4.00	35-40	18727.554	427.542	183134.913	(39)
YRSVC	3.00	5-10	16200.000	0.0	-51.200	(1)
EDLVL	0.0		16200.000	*****	*****	(1)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE MILPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STC DEV	VARIANCE	N
EDLVL	2.00	BS-BA	16200.000	0.0	0.0	(3)
EDLVL	3.00	MA-MS	16200.000	0.0	-42.667	(7)
YRSVC	4.00	10-20	18800.000	0.0	-521.507	(378)
EDLVL	2.00	BS-BA	18800.000	0.0	-256.000	(161)
EDLVL	3.00	MA-MS	18800.000	0.0	-313.569	(210)
EDLVL	4.00	PHD	18800.000	0.0	0.0	(7)
YRSVC	5.00	20-30	18800.000	0.0	0.0	(6)
EDLVL	2.00	BS-BA	18800.000	0.0	0.0	(4)
EDLVL	3.00	MA-MS	18800.000	0.0	0.0	(2)
AGE	5.00	40-45	18745.832	373.181	139264.000	(96)
YRSVC	3.00	5-10	16200.000	0.0	0.0	(2)
EDLVL	2.00	BS-BA	16200.000	0.0	0.0	(1)
EDLVL	3.00	MA-MS	16200.000	0.0	0.0	(1)
YRSVC	4.00	10-20	18800.000	0.0	-240.541	(65)
EDLVL	1.00	SOME	18800.000	0.0	0.0	(1)
EDLVL	2.00	BS-BA	18800.000	0.0	-195.805	(42)
EDLVL	3.00	MA-MS	18800.000	0.0	-163.840	(26)
YRSVC	5.00	20-30	18800.000	0.0	-170.667	(25)
EDLVL	2.00	BS-BA	18800.000	0.0	0.0	(14)
EDLVL	3.00	MA-MS	18800.000	0.0	0.0	(11)
AGE	6.00	45-50	18800.000	0.0	0.0	(4)
YRSVC	4.00	10-20	18800.000	0.0	0.0	(2)
EDLVL	3.00	MA-MS	18800.000	0.0	0.0	(2)
YRSVC	5.00	20-30	18800.000	0.0	0.0	(2)
EDLVL	2.00	BS-BA	18800.000	0.0	0.0	(1)
EDLVL	3.00	MA-MS	18800.000	0.0	0.0	(1)
RANK	5.00	CDR	20876.648	1295.529	0.0	(1095)
AGE	3.00	30-35	19857.141	871.760	759965.500	(14)
YRSVC	3.00	5-10	17800.000	0.0	0.0	(2)
EDLVL	2.00	BS-BA	17800.000	0.0	0.0	(1)
EDLVL	3.00	MA-MS	17800.000	0.0	0.0	(1)
YRSVC	4.00	10-20	20200.000	0.0	-3764.834	(471)
EDLVL	2.00	BS-BA	20200.000	0.0	0.0	(6)
EDLVL	3.00	MA-MS	20200.000	0.0	0.0	(6)
AGE	4.00	35-40	20232.402	314.549	98940.938	(454)
YRSVC	4.00	10-20	20200.000	0.0	-3863.476	(455)
EDLVL	2.00	BS-BA	20200.000	0.0	-3091.321	(213)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE MILPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
EDLVL	3.00	MA-MS	20200.000	0.0	-4365.066	(241)
EDLVL	4.00	PHD	20200.000	0.0	0.0	(5)
YRSVC	5.00	20-30	23300.000	0.0	0.0	(5)
EDLVL	2.00	BS-BA	23300.000	0.0	0.0	(4)
EDLVL	3.00	MA-MS	23300.000	0.0	0.0	(1)
AGE	5.00	40-45	21220.871	1473.845	*****	(551)
YRSVC	3.00	5-10	17800.000	0.0	C.C	(2)
EDLVL	3.00	MA-MS	20200.000	0.0	C.C	(2)
YRSVC	4.00	10-20	20200.000	0.0	-1975.057	(366)
EDLVL	1.00	SOME COLLEGE	20200.000	0.0	*****	(151)
EDLVL	2.00	BS-BA	20200.000	0.0	-478.753	(15)
EDLVL	3.00	MA-MS	20200.000	0.0	-2835.692	(205)
EDLVL	4.00	PHD	20200.000	0.0	*****	(1)
YRSVC	5.00	20-30	23300.000	0.0	-2160.527	(183)
EDLVL	1.00	SOME COLLEGE	23300.000	0.0	*****	(101)
EDLVL	2.00	BS-BA	23300.000	0.0	-1884.160	(10)
EDLVL	3.00	MA-MS	23300.000	0.0	-1866.531	(8)
EDLVL	4.00	PHD	23300.000	0.0	*****	(1)
AGE	6.00	45-50	22550.000	1238.116	*****	(62)
YRSVC	4.00	10-20	20200.000	0.0	0.0	(15)
EDLVL	2.00	BS-BA	20200.000	0.0	0.0	(6)
EDLVL	3.00	MA-MS	20200.000	0.0	C.C	(7)
YRSVC	5.00	20-30	23300.000	0.0	-1213.629	(55)
EDLVL	2.00	BS-BA	23300.000	0.0	-1365.333	(22)
EDLVL	3.00	MA-MS	23300.000	0.0	-1365.333	(25)
AGE	7.00	50-65	23300.000	0.0	0.0	(8)
YRSVC	5.00	20-30	23300.000	0.0	0.0	(8)
EDLVL	1.00	SOME COLLEGE	23300.000	0.0	0.0	(1)
EDLVL	2.00	BS-BA	23300.000	0.0	C.C	(5)
EDLVL	3.00	MA-MS	23300.000	0.0	0.0	(2)
RANK	6.00	CAPT	26418.180	950.710	903850.625	(385)
AGE	4.00	35-40	23200.000	0.0	0.0	(6)
YRSVC	4.00	10-20	23200.000	0.0	0.0	(6)
EDLVL	2.00	BS-BA	23200.000	0.0	C.C	(2)
EDLVL	3.00	MA-MS	23200.000	0.0	0.0	(4)
AGE	5.00	40-45	26217.961	1208.612	*****	(167)
YRSVC	4.00	10-20	23200.000	0.0	-372.364	(25)
EDLVL	2.00	BS-BA	23200.000	0.0	0.0	(4)

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE
CRITERION VARIABLE MILPAY

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VARIABLE	CODE	VALUE LABEL	MEAN	STD DEV	VARIANCE	N
AGE EDLVL	3.00	MA-MS	232CC.000	0.0	-481.882	(18)
EDLVL	4.00	PHD	232CC.000	*****	*****	(1)
YRSVC EDLVL	5.00	20-30	267CC.000	0.0	-3208.056	(144)
EDLVL	2.00	BS-BA	267CC.000	0.0	-1331.200	(41)
EDLVL	3.00	MA-MS	267CC.000	0.0	-3305.895	(100)
EDLVL	4.00	PHD	267CC.000	0.0	0.0	(2)
AGE YRSVC EDLVL	6.00	45-50	26680.223	247.119	61067.632	(177)
EDLVL	4.00	10-20	232CC.000	*****	*****	(1)
EDLVL	2.00	BS-BA	232CC.000	*****	*****	(1)
YRSVC EDLVL	5.00	20-30	267CC.000	0.0	-8613.301	(176)
EDLVL	1.00	SOME COLLEGE	267CC.000	0.0	0.0	(3)
EDLVL	2.00	BS-BA	267CC.000	0.0	-1351.094	(54)
EDLVL	3.00	MA-MS	267CC.000	0.0	-11202.734	(118)
EDLVL	4.00	PHD	267CC.000	*****	*****	(1)
AGE YRSVC EDLVL	7.00	50-65	266CC.000	590.663	348882.813	(35)
EDLVL	4.00	10-20	232CC.000	*****	*****	(1)
EDLVL	3.00	MA-MS	232CC.000	*****	*****	(1)
YRSVC EDLVL	5.00	20-30	28227.906	3004.707	*****	(42)
EDLVL	2.00	BS-BA	267CC.000	0.0	-682.667	(13)
EDLVL	3.00	MA-MS	267CC.000	0.0	-1024.000	(21)
RANK AGE YRSVC EDLVL	7.00	FLAG	34CC0.000	0.0	-1024.000	(5)
EDLVL	6.00	45-50	34CC0.000	0.0	-819.200	(6)
EDLVL	5.00	20-30	34CC0.000	0.0	-815.200	(6)
EDLVL	3.00	MA-MS	34CC0.000	0.0	-815.200	(6)
AGE YRSVC EDLVL	7.00	50-65	34CC0.000	0.0	0.0	(3)
EDLVL	5.00	20-30	34CC0.000	0.0	0.0	(3)
EDLVL	2.00	BS-BA	34CC0.000	0.0	0.0	(2)
EDLVL	3.00	MA-MS	34CC0.000	*****	*****	(1)
TOTAL CASES =	2679					

***** GIVEN SPACE ALLOWS FOR 2186 CELLS AND 4 DIMENSIONS FOR BREAKDOWN *****

PROCESS SBFILESALL
PEARSON CORR 3
OPTIONS
RANK, AGE, YRSVC, EDLVL WITH FAIRPAY, MILPAY

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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FILE		FELTFAIR (CREATION DATE = 04/26/73)		SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY		PERS2600		PMCD3000	
SUBFILE		COMPL1050		PCMTL400		SUPOL900		ANLS2085	
		TRNG3200		FENG4200		PWK04250		WENG6000	
		AGS4865C		XOAV8672		MEOC8715		COSA9421	
		SRT9067		ANCC9085		TYC09098		DOOP9220	
		ENGA9362		FOPS9400		OICS9420		XOSA9436	

**** 69568 BYTES FROM GIVEN SPACE NOT USED FOR PEARSONS CCRR ****

PROCESS SBFILESEACH
PEARSON CORR 3
CPTICNS

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE									
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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY									
SUBFILE COMPI05C									
----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----									
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.4088 N(41) SIG .008	RANK WITH MILPAY	0.8949 N(41) SIG .001	AGE WITH FAIRPAY	0.4254 N(41) SIG .001	AGE WITH MILPAY	0.7749 N(41) SIG .001	YRSVC WITH FAIRPAY	0.2424 N(41) SIG .127
EDLVL WITH FAIRPAY	0.0700 N(41) SIG .664	EDLVL WITH MILPAY	-0.1539 N(41) SIG .337					YRSVC WITH MILPAY	0.8599 N(41) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE									
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FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY									
SUBFILE PCMT140C									
----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----									
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.6853 N(21) SIG .001	RANK WITH MILPAY	0.9505 N(21) SIG .001	AGE WITH FAIRPAY	0.6887 N(41) SIG .001	AGE WITH MILPAY	0.8948 N(21) SIG .001	YRSVC WITH FAIRPAY	0.5835 N(21) SIG .005
EDLVL WITH FAIRPAY	0.2787 N(21) SIG .090	EDLVL WITH MILPAY	0.2189 N(21) SIG .340					YRSVC WITH MILPAY	0.3970 N(21) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE SUC190C

-- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S --				-- V A R I A B L E P A I R --			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.5168 N(64) SIG .001	RANK WITH MILPAY	0.9333 N(64) SIG .001	AGE WITH FAIRPAY	0.4206 N(64) SIG .001	AGE WITH MILPAY	0.8541 N(64) SIG .001
EDLVL WITH FAIRPAY	0.0147 N(64) SIG .908	EDLVL WITH MILPAY	-0.1023 N(64) SIG .421			YPSVC WITH FAIRPAY	0.4256 N(64) SIG .001
						YPSVC WITH MILPAY	0.5082 N(64) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE ANLS20B5

-- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S --				-- V A R I A B L E P A I R --			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.5424 N(26) SIG .004	RANK WITH MILPAY	0.8836 N(26) SIG .001	AGE WITH FAIRPAY	0.3435 N(26) SIG .006	AGE WITH MILPAY	0.8026 N(26) SIG .001
EDLVL WITH FAIRPAY	-0.2516 N(26) SIG .215	EDLVL WITH MILPAY	0.0003 N(26) SIG .999			YPSVC WITH FAIRPAY	0.3988 N(26) SIG .044
						YPSVC WITH MILPAY	0.5328 N(26) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE PCTE2100

-- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S --				-- V A R I A B L E P A I R --			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.6799 N(47) SIG .001	RANK WITH MILPAY	0.8652 N(47) SIG .001	AGE WITH FAIRPAY	0.4561 N(47) SIG .001	AGE WITH MILPAY	0.7646 N(47) SIG .001
EDLVL WITH FAIRPAY	0.4425 N(47) SIG .002	EDLVL WITH MILPAY	0.3544 N(47) SIG .015			YPSVC WITH FAIRPAY	0.4503 N(47) SIG .001
						YPSVC WITH MILPAY	0.8423 N(47) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE DSPM2160

P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.5438 N(29) SIG .002	0.9448 N(29) SIG .001	0.5442 N(29) SIG .004	0.7914 N(29) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY	YRSVC WITH FAIRPAY	YRSVC WITH MILPAY
0.4512 N(29) SIG .014	0.1001 N(29) SIG .605	0.4775 N(29) SIG .009	0.5028 N(29) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE ASPM2165

P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.4191 N(33) SIG .015	0.8864 N(33) SIG .001	0.6182 N(33) SIG .001	0.7392 N(33) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY	YRSVC WITH FAIRPAY	YRSVC WITH MILPAY
0.1160 N(33) SIG .520	-0.0458 N(33) SIG .800	0.5052 N(33) SIG .003	0.8987 N(33) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE DPS0217C

P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.6771 N(76) SIG .001	0.8711 N(76) SIG .001	0.4157 N(76) SIG .001	0.7081 N(76) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY	YRSVC WITH FAIRPAY	YRSVC WITH MILPAY
0.0613 N(76) SIG .595	-0.1125 N(76) SIG .333	0.3954 N(76) SIG .001	0.5115 N(76) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE PERS260C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR PAIR

RANK 0.4173 RANK 0.9275 AGE 0.2991 AGE 0.7856 YRSVC 0.3146 YRSVC 0.8705
WITH N(.92) WITH N(.92) WITH N(.92) WITH N(.92) WITH N(.92) WITH N(.92)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .004 MILPAY SIG .001 FAIRPAY SIG .002 MILPAY SIG .001

EDLVL C.1302 EDLVL 0.0281
WITH N(.92) WITH N(.92)
FAIRPAY SIG .216 MILPAY SIG .791

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE PFC0300C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR PAIR

RANK 0.3956 RANK 0.8732 AGE 0.2937 AGE 0.6644 YRSVC 0.2805 YRSVC 0.8676
WITH N(.84) WITH N(.84) WITH N(.84) WITH N(.84) WITH N(.84) WITH N(.84)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .007 MILPAY SIG .001 FAIRPAY SIG .010 MILPAY SIG .001

EDLVL -0.1063 EDLVL -0.0777
WITH N(.84) WITH N(.84)
FAIRPAY SIG .336 MILPAY SIG .482

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE TRNG3200

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR PAIR

RANK 0.4689 RANK 0.8980 AGE 0.2828 AGE 0.8093 YRSVC 0.3429 YRSVC 0.5017
WITH N(.52) WITH N(.52) WITH N(.52) WITH N(.52) WITH N(.52) WITH N(.52)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .035 MILPAY SIG .013 FAIRPAY SIG .013 MILPAY SIG .001

EDLVL -0.0468 EDLVL -0.3420
WITH N(.52) WITH N(.52)
FAIRPAY SIG .742 MILPAY SIG .013

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE FENG420C

P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.2573 N(26) SIG .204	0.9004 N(26) SIG .001	0.0759 N(26) SIG .713	0.7934 N(26) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY		
-0.1269 N(26) SIG .537	-0.1731 N(26) SIG .398		
		YRSVC WITH FAIRPAY	YRSVC WITH MILPAY
		0.1846 N(26) SIG .367	0.5454 N(26) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE PWK0425C

P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.6080 N(22) SIG .003	0.8774 N(22) SIG .001	0.5274 N(22) SIG .012	0.8012 N(22) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY		
99.0000 N(22) SIG .***	99.0000 N(22) SIG .***		
		YRSVC WITH FAIRPAY	YRSVC WITH MILPAY
		0.6480 N(22) SIG .001	0.9005 N(22) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE WENG600C

P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S			
VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.5460 N(41) SIG .001	0.9143 N(41) SIG .001	0.5979 N(41) SIG .001	0.6833 N(41) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY		
-0.0560 N(41) SIG .728	-0.1103 N(41) SIG .492		
		YRSVC WITH FAIRPAY	YRSVC WITH MILPAY
		0.5126 N(41) SIG .001	0.8280 N(41) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE PRJ0690C

VARIABLE PAIR		P E A R S O N C O R R E L A T I O N C C E F F I C I E N T S		VARIABLE PAIR		Y R S V C N (6 7) M I L P A Y	
VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR	
RANK WITH FAIRPAY	0.3860 N(67) SIG .001	RANK WITH MILPAY	0.8934 N(67) SIG .001	AGE WITH FAIRPAY	0.2747 N(67) SIG .024	AGE WITH MILPAY	0.6824 N(67) SIG .001
EOLVL WITH FAIRPAY	-0.1085 N(67) SIG .382	EOLVL WITH MILPAY	-0.3030 N(67) SIG .013				
							0.8443 N(67) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE NRC6914

VARIABLE PAIR		P E A R S O N C O R R E L A T I O N C C E F F I C I E N T S		VARIABLE PAIR		Y R S V C N (6 7) M I L P A Y	
VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR	
RANK WITH FAIRPAY	0.2749 N(20) SIG .241	RANK WITH MILPAY	0.8973 N(20) SIG .001	AGE WITH FAIRPAY	0.4684 N(20) SIG .037	AGE WITH MILPAY	0.7404 N(20) SIG .001
EOLVL WITH FAIRPAY	0.2135 N(20) SIG .366	EOLVL WITH MILPAY	0.0908 N(20) SIG .704				0.5026 N(20) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE NAVE7000

VARIABLE PAIR		P E A R S O N C O R R E L A T I O N C C E F F I C I E N T S		VARIABLE PAIR		Y R S V C N (6 7) M I L P A Y	
VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR	
RANK WITH FAIRPAY	0.3880 N(83) SIG .001	RANK WITH MILPAY	0.9078 N(83) SIG .001	AGE WITH FAIRPAY	0.3949 N(83) SIG .001	AGE WITH MILPAY	0.7462 N(83) SIG .001
EOLVL WITH FAIRPAY	0.0016 N(83) SIG .989	EOLVL WITH MILPAY	-0.1690 N(83) SIG .127				0.8526 N(83) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE AVED0800C

----- P E A R S O N C O R R E L A T I O N C C E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR PAIR

RANK 0.4723 RANK 0.8618 AGE 0.3528 AGE 0.7226 YRSVC 0.8297
WITH N(54) WITH N(54) WITH N(54) WITH N(54) WITH N(54)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .281 MILPAY SIG .001

EQLVL 0.1092 EQLVL 0.1707
WITH N(54) WITH N(54)
FAIRPAY SIG .432 MILPAY SIG .217

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE AVPC810C

----- P E A R S O N C O R R E L A T I O N C C E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR PAIR

RANK 0.4753 RANK 0.8195 AGE 0.3001 AGE 0.8298 YRSVC 0.8271
WITH N(33) WITH N(33) WITH N(33) WITH N(33) WITH N(33)
FAIRPAY SIG .005 MILPAY SIG .001 FAIRPAY SIG .090 MILPAY SIG .266

EQLVL 0.2024 EQLVL 0.0620
WITH N(33) WITH N(33)
FAIRPAY SIG .259 MILPAY SIG .732

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE AGSS860C

----- P E A R S O N C O R R E L A T I O N C C E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR PAIR

RANK 0.3106 RANK 0.8093 AGE 0.2779 AGE 0.7308 YRSVC 0.5505
WITH N(21) WITH N(21) WITH N(21) WITH N(21) WITH N(21)
FAIRPAY SIG .171 MILPAY SIG .001 FAIRPAY SIG .223 MILPAY SIG .013

EQLVL 0.0841 EQLVL -0.1877
WITH N(21) WITH N(21)
FAIRPAY SIG .717 MILPAY SIG .415

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE A0SAB65C

VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR	
-----		-----		-----		-----		-----		-----	
RANK WITH FAIRPAY	0.3626 N(71) SIG .002	RANK WITH MILPAY	0.9139 N(71) SIG .001	AGE WITH FAIRPAY	0.2781 N(71) SIG .019	AGE WITH MILPAY	0.8267 N(71) SIG .001	YRSVC WITH FAIRPAY	0.2593 N(71) SIG .029	YRSVC WITH MILPAY	0.8545 N(71) SIG .001
EDLVL WITH FAIRPAY	-0.0144 N(71) SIG .905	EDLVL WITH MILPAY	-0.2336 N(71) SIG .050								

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE CCAVB67C

VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR	
-----		-----		-----		-----		-----		-----	
RANK WITH FAIRPAY	99.0000 N(44) SIG .***	RANK WITH MILPAY	99.0000 N(44) SIG .***	AGE WITH FAIRPAY	-0.0153 N(44) SIG .921	AGE WITH MILPAY	0.4255 N(44) SIG .004	YRSVC WITH FAIRPAY	-0.0595 N(44) SIG .701	YRSVC WITH MILPAY	99.0000 N(44) SIG .***
EDLVL WITH FAIRPAY	0.0458 N(44) SIG .768	EDLVL WITH MILPAY	0.0433 N(44) SIG .780								

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE X0AVB67Z

VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR		VARIABLE PAIR	
-----		-----		-----		-----		-----		-----	
RANK WITH FAIRPAY	99.0000 N(44) SIG .***	RANK WITH MILPAY	99.0000 N(44) SIG .***	AGE WITH FAIRPAY	0.0750 N(44) SIG .628	AGE WITH MILPAY	0.5276 N(44) SIG .001	YRSVC WITH FAIRPAY	-0.1966 N(44) SIG .201	YRSVC WITH MILPAY	99.0000 N(44) SIG .***
EDLVL WITH FAIRPAY	0.0104 N(44) SIG .947	EDLVL WITH MILPAY	-0.0230 N(44) SIG .882								

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
 SUBFILE MECC8715

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
 VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
 PAIR PAIR PAIR PAIR PAIR

RANK C.1978 0.9313 AGE 0.1934 AGE 0.7867 YRSVC 0.8405
 WITH N(41) N(41) WITH N(41) WITH N(41) WITH N(41)
 FAIRPAY SIG .215 SIG .001 FAIRPAY SIG .226 FAIRPAY SIG .292 MILPAY SIG .001

EOLVL -0.0998 EOLVL -0.1666
 WITH N(41) N(41)
 FAIRPAY SIG .535 MILPAY SIG .298

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
 SUBFILE COS09015

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
 VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
 PAIR PAIR PAIR PAIR PAIR

RANK 0.4593 0.9381 AGE 0.3412 AGE 0.8236 YRSVC 0.9355
 WITH N(41) N(41) WITH N(41) WITH N(41) WITH N(41)
 FAIRPAY SIG .003 SIG .001 FAIRPAY SIG .029 FAIRPAY SIG .008 MILPAY SIG .001

EOLVL -0.2865 EOLVL 0.0306
 WITH N(41) N(41)
 FAIRPAY SIG .065 MILPAY SIG .849

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
 SUBFILE ADVR902C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
 VARIABLE VARIABLE VARIABLE VARIABLE VARIABLE
 PAIR PAIR PAIR PAIR PAIR

RANK 0.4039 0.8221 AGE 0.2220 AGE 0.6533 YRSVC 0.8128
 WITH N(41) N(41) WITH N(41) WITH N(41) WITH N(41)
 FAIRPAY SIG .062 SIG .001 FAIRPAY SIG .321 FAIRPAY SIG .031 MILPAY SIG .001

EOLVL 0.2075 EOLVL -0.2444
 WITH N(41) N(41)
 FAIRPAY SIG .353 MILPAY SIG .273

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE PAGE 84

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE LCG19031

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.1650 N(77) SIG .152	RANK WITH MILPAY	0.9096 N(77) SIG .001
EOLVL WITH FAIRPAY	0.2798 N(77) SIG .014	EOLVL WITH MILPAY	0.2100 N(77) SIG .067
		AGE WITH FAIRPAY	-0.0137 N(77) SIG .906
		AGE WITH MILPAY	0.7586 N(77) SIG .001
		YFSVC WITH FAIRPAY	0.0874 N(77) SIG .450
		YFSVC WITH MILPAY	0.5012 N(77) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE PAGE 85

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE SCAC906C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.1594 N(33) SIG .376	RANK WITH MILPAY	0.7920 N(33) SIG .001
EOLVL WITH FAIRPAY	0.1512 N(33) SIG .401	EOLVL WITH MILPAY	0.2783 N(33) SIG .117
		AGE WITH FAIRPAY	-0.1355 N(33) SIG .452
		AGE WITH MILPAY	0.4261 N(33) SIG .002
		YFSVC WITH FAIRPAY	0.2302 N(33) SIG .197
		YFSVC WITH MILPAY	0.8453 N(33) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE PAGE 86

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE SPTL9063

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	0.6349 N(53) SIG .001	RANK WITH MILPAY	0.9072 N(53) SIG .001
EOLVL WITH FAIRPAY	-0.0002 N(53) SIG .999	EOLVL WITH MILPAY	0.2039 N(53) SIG .143
		AGE WITH FAIRPAY	0.6009 N(53) SIG .001
		AGE WITH MILPAY	0.7632 N(53) SIG .001
		YFSVC WITH FAIRPAY	0.5536 N(53) SIG .001
		YFSVC WITH MILPAY	0.5240 N(53) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE SOPS9065

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR VARIABLE PAIR VARIABLE PAIR

RANK WITH MILPAY 0.3827 RANK WITH MILPAY 0.8962 AGE WITH FAIRPAY 0.4838 YRSVC WITH MILPAY 0.2090

EDLVL WITH FAIRPAY 0.0220 EDLVL WITH MILPAY 0.0821 N(240) SIG .001 N(240) SIG .001 N(240) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE SRTR9067

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR VARIABLE PAIR VARIABLE PAIR

RANK WITH MILPAY 0.4362 RANK WITH MILPAY 0.8931 AGE WITH FAIRPAY 0.2040 YRSVC WITH MILPAY 0.1039

EDLVL WITH FAIRPAY 0.0381 EDLVL WITH MILPAY -0.0649 N(33) SIG .001 N(33) SIG .255 N(33) SIG .565

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE ANCO9085

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR VARIABLE PAIR VARIABLE PAIR

RANK WITH FAIRPAY 0.4718 RANK WITH MILPAY 0.8950 AGE WITH FAIRPAY 0.4765 YRSVC WITH MILPAY 0.4852

EDLVL WITH FAIRPAY -0.1506 EDLVL WITH MILPAY -0.2502 N(51) SIG .001 N(51) SIG .077 N(51) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE TYC09058

VARIABLE PAIR		PEARSON CORRELATION		COEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.3806 N(12) SIG .222	RANK WITH MILPAY	99.0000 N(12) SIG .***	AGE WITH FAIRPAY	0.4021 N(12) SIG .195	AGE WITH MILPAY	0.7570 N(12) SIG .004
EDLVL WITH FAIRPAY	0.4352 N(12) SIG .157	EDLVL WITH MILPAY	0.2582 N(12) SIG .418			YRSVC WITH FAIRPAY	0.3806 N(12) SIG .222
						YRSVC WITH MILPAY	99.0000 N(12) SIG .***

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE OCCP922C

VARIABLE PAIR		PEARSON CORRELATION		COEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.4892 N(52) SIG .001	RANK WITH MILPAY	0.8998 N(52) SIG .001	AGE WITH FAIRPAY	0.5684 N(52) SIG .001	AGE WITH MILPAY	0.8321 N(52) SIG .001
EDLVL WITH FAIRPAY	-0.1716 N(52) SIG .224	EDLVL WITH MILPAY	-0.0967 N(52) SIG .495			YRSVC WITH FAIRPAY	0.5350 N(52) SIG .001
						YRSVC WITH MILPAY	0.5337 N(52) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE CCAF9222

VARIABLE PAIR		PEARSON CORRELATION		COEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.4182 N(181) SIG .001	RANK WITH MILPAY	0.9184 N(181) SIG .001	AGE WITH FAIRPAY	0.3575 N(181) SIG .001	AGE WITH MILPAY	0.8160 N(181) SIG .001
EDLVL WITH FAIRPAY	0.0151 N(181) SIG .840	EDLVL WITH MILPAY	-0.1249 N(181) SIG .054			YRSVC WITH FAIRPAY	0.2597 N(181) SIG .001
						YRSVC WITH MILPAY	0.5407 N(181) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A CCEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE X0A9F228

VARIABLE PAIR		P E A R S O N C O R R E L A T I O N		C C E F F I C I E N T S		VARIABLE PAIR	
-----		-----		-----		-----	
RANK WITH FAIRPAY	0.3345 N(152) SIG .001	RANK WITH MILPAY	0.8487 N(152) SIG .001	AGE WITH FAIRPAY	0.2806 N(152) SIG .001	AGE WITH MILPAY	0.7035 N(152) SIG .001
EDLVL WITH FAIRPAY	-0.1591 N(152) SIG .030	EDLVL WITH MILPAY	-0.0382 N(152) SIG .640			YRSVC WITH FAIRPAY	0.3554 N(152) SIG .001
						YRSVC WITH MILPAY	0.5886 N(152) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

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08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE D0K925C

VARIABLE PAIR		P E A R S O N C O R R E L A T I O N		C C E F F I C I E N T S		VARIABLE PAIR	
-----		-----		-----		-----	
RANK WITH FAIRPAY	0.3947 N(27) SIG .042	RANK WITH MILPAY	0.8950 N(27) SIG .001	AGE WITH FAIRPAY	0.5721 N(27) SIG .002	AGE WITH MILPAY	0.9087 N(27) SIG .001
EDLVL WITH FAIRPAY	-0.4081 N(27) SIG .035	EDLVL WITH MILPAY	-0.4976 N(27) SIG .008			YRSVC WITH FAIRPAY	0.5296 N(27) SIG .005
						YRSVC WITH MILPAY	0.5828 N(27) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

PAGE 55

08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE W0PA9258

VARIABLE PAIR		P E A R S O N C O R R E L A T I O N		C C E F F I C I E N T S		VARIABLE PAIR	
-----		-----		-----		-----	
RANK WITH FAIRPAY	0.5175 N(25) SIG .008	RANK WITH MILPAY	0.8786 N(25) SIG .001	AGE WITH FAIRPAY	0.1459 N(25) SIG .496	AGE WITH MILPAY	0.8764 N(25) SIG .001
EDLVL WITH FAIRPAY	-0.0201 N(25) SIG .924	EDLVL WITH MILPAY	-0.5826 N(25) SIG .002			YRSVC WITH FAIRPAY	0.1097 N(25) SIG .602
						YRSVC WITH MILPAY	0.5151 N(25) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

C8/12/73 PAGE 96

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE CP5A9274

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR

RANK 0.4753 RANK 0.8366 AGE 0.3551 AGE 0.7928 YRSVC 0.3591 YRSVC 0.9250
WITH N(101) WITH N(101) WITH N(101) WITH N(101) WITH N(101) WITH N(101)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .001 FAIRPAY SIG .001 MILPAY SIG .001

EOLVL -0.1372 EOLVL -0.3213
WITH N(101) WITH N(101)
FAIRPAY SIG .171 MILPAY SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

C8/12/73 PAGE 57

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE D0EG9310

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR

RANK 0.5686 RANK 0.9310 AGE 0.4642 AGE 0.8754 YRSVC 0.5217 YRSVC 0.5777
WITH N(57) WITH N(57) WITH N(57) WITH N(57) WITH N(57) WITH N(57)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .001 FAIRPAY SIG .001 MILPAY SIG .001

EOLVL -0.1731 EOLVL -0.0478
WITH N(57) WITH N(57)
FAIRPAY SIG .198 MILPAY SIG .724

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

C8/12/73 PAGE 58

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE ENGA9362

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----
VARIABLE VARIABLE VARIABLE VARIABLE
PAIR PAIR PAIR PAIR

RANK 0.7253 RANK 0.8448 AGE 0.5940 AGE 0.7562 YRSVC 0.5901 YRSVC 0.8511
WITH N(43) WITH N(43) WITH N(43) WITH N(43) WITH N(43) WITH N(43)
FAIRPAY SIG .001 MILPAY SIG .001 FAIRPAY SIG .001 FAIRPAY SIG .001 MILPAY SIG .001

EOLVL -0.0590 EOLVL -0.1895
WITH N(43) WITH N(43)
FAIRPAY SIG .707 MILPAY SIG .224

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE FOPS940C

VARIABLE PAIR		PEARSON CORRELATION		CEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.3891 N(20) SIG .090	RANK WITH MILPAY	0.8913 N(20) SIG .001	AGE WITH FAIRPAY	0.2601 N(20) SIG .268	YR SVC WITH FAIRPAY	0.3859 N(20) SIG .093
EDLVL WITH FAIRPAY	0.2221 N(20) SIG .347	EDLVL WITH MILPAY	-0.3406 N(20) SIG .142	AGE WITH MILPAY		YR SVC WITH MILPAY	0.5222 N(20) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE OICSS942C

VARIABLE PAIR		PEARSON CORRELATION		CEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.5586 N(61) SIG .001	RANK WITH MILPAY	0.8703 N(61) SIG .001	AGE WITH FAIRPAY	0.5300 N(61) SIG .001	YR SVC WITH FAIRPAY	0.4718 N(61) SIG .001
EDLVL WITH FAIRPAY	0.1656 N(61) SIG .202	EDLVL WITH MILPAY	0.1548 N(61) SIG .233	AGE WITH MILPAY		YR SVC WITH MILPAY	0.7484 N(61) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

08/12/73

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY

SUBFILE COSA9421

VARIABLE PAIR		PEARSON CORRELATION		CEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.1557 N(39) SIG .344	RANK WITH MILPAY	0.9634 N(39) SIG .001	AGE WITH FAIRPAY	0.1718 N(39) SIG .296	YR SVC WITH FAIRPAY	0.0763 N(39) SIG .644
EDLVL WITH FAIRPAY	0.0726 N(39) SIG .680	EDLVL WITH MILPAY	-0.1266 N(39) SIG .443	AGE WITH MILPAY		YR SVC WITH MILPAY	0.9952 N(39) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

PAGE 102

08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE XOSA9436

VARIABLE PAIR		PEARSON CORRELATION		CEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.4675 N(28) SIG .012	RANK WITH MILPAY	0.9299 N(28) SIG .001	AGE WITH FAIRPAY	0.4564 N(28) SIG .015	AGE WITH MILPAY	0.5467 N(28) SIG .003
EDLVL WITH FAIRPAY	-0.2872 N(28) SIG .138	EDLVL WITH MILPAY	-0.3824 N(28) SIG .045	YRSVC WITH FAIRPAY	0.4983 N(28) SIG .007	YRSVC WITH MILPAY	0.5442 N(28) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

PAGE 103

08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE SCDM950C

VARIABLE PAIR		PEARSON CORRELATION		CEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.4559 N(65) SIG .001	RANK WITH MILPAY	0.9302 N(65) SIG .001	AGE WITH FAIRPAY	0.4566 N(65) SIG .001	AGE WITH MILPAY	0.7496 N(65) SIG .001
EDLVL WITH FAIRPAY	0.0734 N(65) SIG .561	EDLVL WITH MILPAY	-0.0476 N(65) SIG .706	YRSVC WITH FAIRPAY	0.3924 N(65) SIG .001	YRSVC WITH MILPAY	0.8501 N(65) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

PAGE 104

08/12/73

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE CCMV9582

VARIABLE PAIR		PEARSON CORRELATION		CEFFICIENTS		VARIABLE PAIR	
RANK WITH FAIRPAY	0.8151 N(14) SIG .001	RANK WITH MILPAY	0.9028 N(14) SIG .001	AGE WITH FAIRPAY	0.7459 N(14) SIG .002	AGE WITH MILPAY	0.9115 N(14) SIG .001
EDLVL WITH FAIRPAY	-0.4951 N(14) SIG .072	EDLVL WITH MILPAY	-0.7518 N(14) SIG .002	YPSVC WITH FAIRPAY	0.7817 N(14) SIG .001	YPSVC WITH MILPAY	0.5261 N(14) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE 08/12/73 PAGE 105

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE INTL960C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.2033 N(33) SIG .256	0.8822 N(33) SIG .001	-0.0736 N(33) SIG .684	0.8327 N(33) SIG .001
			0.2352 N(33) SIG .188
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY		YRSVC WITH MILPAY
0.1247 N(33) SIG .489	-0.1257 N(33) SIG .486		0.5051 N(33) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE 08/12/73 PAGE 106

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE ACPO970C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.6018 N(58) SIG .001	0.8991 N(58) SIG .001	0.4735 N(58) SIG .001	0.7794 N(58) SIG .001
			0.4364 N(58) SIG .001
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY		YRSVC WITH MILPAY
0.1043 N(58) SIG .436	-0.2071 N(58) SIG .119		0.6577 N(58) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE 08/12/73 PAGE 107

FILE FELTFAIR (CREATION DATE = 04/26/73) SURVEY OF PERCEIVED FAIR AND ADEQUATE OFFICER PAY
SUBFILE AIDE993C

----- P E A R S O N C O R R E L A T I O N C O E F F I C I E N T S -----

VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR	VARIABLE PAIR
RANK WITH FAIRPAY	RANK WITH MILPAY	AGE WITH FAIRPAY	AGE WITH MILPAY
0.2907 N(29) SIG .126	0.9157 N(29) SIG .001	0.4172 N(29) SIG .024	0.8324 N(29) SIG .001
			0.3246 N(29) SIG .086
EDLVL WITH FAIRPAY	EDLVL WITH MILPAY		YRSVC WITH MILPAY
-0.1818 N(29) SIG .345	0.0722 N(29) SIG .710		0.5578 N(29) SIG .001

A VALUE OF 99.0000 IS PRINTED IF A COEFFICIENT CANNOT BE COMPUTED.

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

*** 69668 BYTES FROM GIVEN SPACE NOT USED FOR PEARSONS CCRR ***

FINISH

FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR ENTIRE SAMPLE

NORMAL END OF JOB.
10 CONTROL CARDS WERE PROCESSED.
0 ERRORS WERE DETECTED.

COMPUTER PROGRAM

```
// EXEC SPSS,PARM=70000,REGICN=250K
//FTC4FCC1 DC DSNAME=S2649.FFP5,UNIT=2314,
// VCL=SER=DUFFY,DISP=(NEW,KEEP),
// CCB=ELKSIZE=2012,LABEL=EXPDT=73290,
// SPACE=(CYL,(4))
//SYSIN DD *
RUN NAME      CREATE AND SAVE FELTFAIR DATA AS AN SPSS FILE
FILE NAME     FELTFAIR, SURVEY OF PERCEIVED FAIR AND
               ADEQUATE OFFICER PAY
VARIABLE LIST NCBC, YRSINBIL, RANK, BILALLOW, FAIRPAY, AGE,
               YRSVC, EDLVL, FFPLVL, MILPAY, PAYLVL
SUBFILE LIST  CCMP1050, FCMT1400, SUPC1900, ANLS2085,
               RDTE2100, DSPM2160, ASPM2165, DPSC2170,
               PERS2600, PMCD3000, TRNG3200, FENG4200,
               PWKC4250, WENG6000, PRJC6900, NPRC6914,
               NAVE7000, AVEO8000, AVMC8100, AGSS8600,
               AGSA8650, CCAV8670, XOAV8672, MECC8715,
               COSC9015, ADVR9020, LCGI9051, SCAC9060,
               SMTL9063, SOPS9065, SRTR9067, ANCC9085,
               TYCO9098, COOP9220, COAF9222, XCAF9228,
               DCWP9250, WEPA9258, OPSA9274, DCEG9310,
               ENGA9362, FOPS9400, OICS9420, CCSA9421,
               XCSA9438, SCOM9500, COMA9582, INTLS600,
               ADPO9700, AIDE9930
# CF CASES    41, 21, 64, 26, 47, 29, 33, 76, 92, 84, 52,
               26, 22, 41, 67, 20, 83, 54, 33, 21, 71, 44,
               44, 41, 41, 22, 77, 33, 53, 240, 33, 51,
               12, 52, 181, 152, 27, 25, 101, 57, 43, 20,
               61, 39, 28, 65, 14, 33, 58, 29
INPLT MEDIUM CARD
INPLT FORMAT  FIXED(F4.0,6X,3F1.0,F5.0,4F1.0,F5.0,F1.0)
VALUE LABELS  YRSINBIL (1) 1-3 MO (2) 3-6 MO (3) 6MC-1YR
               (4) 1 YR CR MORE /
               RANK (1) ENS (2) LTJG (3) LT (4) LCDR
               (5) CDR (6) CAPT (7) FLAG/
               BILALLOW (1) 2 LVLS BELOW (2) 1 LVL BELOW
               (3) SAME AS ODCR (4) ABOVE ODCR/
               AGE (1) 20-25 (2) 25-30 (3) 30-35 (4) 35-40
               (5) 40-45 (6) 45-50 (7) 50-65/
               YRSVC (1) 1-2 (2) 3-5 (3) 5-10 (4) 10-20
               (5) 20-30/
               EDLVL (1) SOME COLLEGE (2) BS-BA (3) MA-MS
               (4) PHD/
               FFPLVL (1) LESS THAN 15000 (2) 15000-19999
               (3) 20000-24999 (4) 25000-29999
               (5) 30000-34999 (6) 35000-39999
               (7) 40000-44999 (8) 45000-49999
               (9) GREATER THAN 50000/
               PAYLVL (1) LESS THAN 15000 (2) 15000-19999
               (3) 20000-24999 (4) 25000-29999
               (5) 30000-34999/
VAR LABELS    NCBC, RESPONDEE BILLET CATEGORY/
               YRSINBIL, TIME IN PRESENT BILLET/
               RANK, PRESENT RANK/
               BILALLOW, PRESENT RANK VERSUS BILLET
               ALLOWANCE/
               FAIRPAY, FELTFAIR PAY IN DOLLARS PER YEAR/
               AGE, PRESENT AGE/
               YRSVC, YEARS COMMISSIONED SERVICE/
               EDLVL, HIGHEST LEVEL OF FORMAL EDUCATION/
               FFPLVL, ANNUAL FELTFAIR PAY IN DISCRETE
               INCREMENTS/
               MILPAY, ACTUAL PAY FOR RANK AND YRSVC/
               PAYLVL, ACTUAL PAY IN DISCRETE INCREMENTS
               FAIRPAY/MILPAY DESCRIPTIVE STATISTICS FOR
               ENTIRE SAMPLE
RUN NAME
PROCESS SBFILESALL
CCCEBCK        ALL
OPTICKS        4
STATISTICS     ALL
PROCESS SBFILESALL
BREAKDOWN      FAIRPAY, MILPAY BY RANK BY AGE BY YRSVC BY ED
```


OPTICNS	4	
PRCESS	SEFILES	ALL
PEARSON	CORR	RANK, AGE, YRSVC, EDLVL WITH FAIRPAY, MILPAY
OPTICNS	3	
PRCESS	SEFILES	EACH
PEARSON	CORR	RANK, AGE, YRSVC, EDLVL WITH FAIRPAY, MILPAY
OPTICNS	3	
REAC	IN	PLT DATA
105C	1	432230C034331700C2
105C	2	143200C033331620C2
1050	3	453300C05435202C03
105C	4	453320C05435202C03
105C	5	452360C06426202003
105C	6	243200C04533189002
105C	7	453200C04423202003
105C	8	253200C05523233003
105C	9	164350C07536267004
105C	10	453350C054362020C03
105C	11	332280C04434170002
105C	12	353350C04436202003
105C	13	453200C06533233C03
105C	14	242360C04436188002
105C	15	443180C05422188002
1050	16	263380C07526267004
105C	17	343280C04434188002
105C	18	453250C05534233C03
1050	19	253250C05434202003
105C	20	342180C03352162002
105C	21	453250C05524233C03
1050	22	453300C05435202003
105C	23	342250C03424188002
1050	24	463250C06534267004
105C	25	453250C06534233C03
105C	26	450250C05424202003
105C	27	343200C04433188002
105C	28	343240C03433188002
105C	29	4532250C05433202003
105C	30	142150C04432188002
1050	31	442200C06433188002
105C	32	253385C03431202003
105C	33	453230C04434202003
105C	34	463360C07539267004
105C	35	443350C04436188002
105C	36	463340C06535267004
105C	37	453270C05534233C03
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		
<p>A unique technique for assessing the interrelationships of work, pay and capacity in managerial roles is described. The utility of this technique, entitled Time Span of Discretion, is postulated for applicability in the selection, training and evaluation of Navy Project Managers. The results of a study to determine the perceived equitable pay for a wide range of Navy officer billets are set forth, and the implications of the results</p> <p style="text-align: right;">(cont.)</p>		

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20. Abstract (cont.)

are discussed as they relate to the military utility of Time Span of Discretion and to the possible courses of future study.

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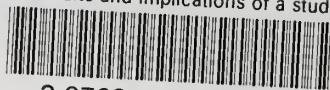
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